



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

ÉBAUCHE



# Renouvellement de la classification

Atelier de modélisation organisationnelle

19 et 21 avril 2017

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# Méthodologie

## 1. Analyse

- Données sur les postes analysées pour chaque centre de coûts à l'Agence conformément au mandat de l'unité organisationnelle et aux activités de programmes
- Niveau de risque de classification établi relativement à l'attribution du groupe (*c.-à-d. l'attribution du groupe pour la classification actuelle présente-t-elle un risque?*)



## 2. Validation par le client

- Analyse de la classification validée auprès des clients et gestionnaires
- Compréhension confirmée des activités de travail
- Consensus atteint sur les activités de travail qui sont « incluses » ou « exclues » du groupe FB en fonction de la définition du groupe FB



## 3. Examens ciblés

- Domaines de travail nécessitant des clarifications supplémentaires étudiés
- Examens sur place de haut niveau menés dans certains domaines pour mieux comprendre le travail effectué
- Exemples de travail obtenus
- Recommandations formulées au client d'après les conclusions des visites des lieux

Le travail effectué correspond-il à la définition du groupe FB?



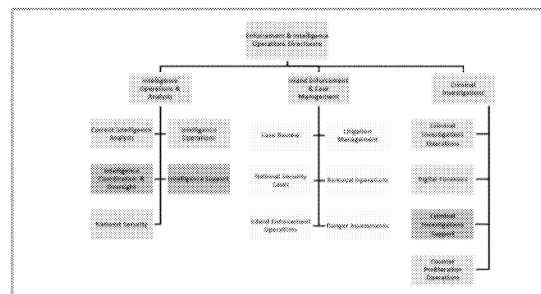
INCLUS



EXCLUS



À DÉT.



- Still on-going, with more in-depth reviews to be completed during Organizational structure & work description design/development.



# Instructeurs des services frontaliers

## FORMATION DES ASF

### Total des postes

FB-04, Instructeurs, services frontaliers	118	156
FB-05, Sup., prestation de la formation	19	17
FB-06, Gest., CE maritime	1	
FB-06, Conseiller princ. en matière de programmes	2	4
FB-07, Gest., formation et apprentissage	5	6
FB-08, Gestionnaire, AC nationale	2	
Total	147	183

■ Dotés ■ Vacant

**Remarque :** Les ASF de première ligne de niveau FB-03 donnent la formation à Rigaud au niveau FB-04, à titre intérimaire. Le taux de postes vacants diminue lorsque les séances de formation sont en cours.

### Aperçu

- Prestation de la formation pratique et en classe aux agents des services frontaliers de première ligne/recrues .
- Les postes sont présentement dans la DGRH, Direction de la conception de la formation et du perfectionnement (330 postes, à Rigaud et autres campus).

### Analyse et considérations

- Dans un contexte d'exécution de la loi, la formation et l'instruction de première ligne sont généralement données par des agents de première ligne expérimentés (p. ex. GRC, SCC, CBP).
- La continuité de la formation à partir de la première ligne est cruciale pour assurer un transfert de connaissances à jour.
- L'intention était d'inclure ce travail dans la norme du groupe FB, malgré l'absence d'un énoncé d'inclusion distinct.
- Les sujets de formation se rapportent directement aux inclusions 1 à 5.
- Le travail décrit ne correspond pas à l'un des énoncés d'inclusion du groupe FB ni ne correspond parfaitement aux énoncés d'inclusion d'un autre groupe professionnel.
- La liste des inclusions du groupe FB ne se veut pas exhaustive et peut comprendre d'autres activités de travail qui cadrent avec l'intention de la définition générale du groupe FB.

### Recommandation

- Utiliser un processus de décision dirigée par l'administrateur général pour **inclure** la formation des ASF et les activités de gestion connexes au groupe FB.
- Niveau de risque de classification : faible.



# Lutte contre la prolifération

## Lutte contre la prolifération (AC)

FB-02, Agent sub. programmes	1	1
FB-04, Agent princ. programmes	6	
FB-06, Conseiller princ. programmes	4	
FB-08, Gest., AC nationale	1	
<b>Total</b>	<b>11</b>	<b>3</b>

■ Dotés ■ Vacant

**Remarque :** Le travail de lutte contre la prolifération se déroule également dans les régions, et il incombe aux agents régionaux du renseignement (FB-04) à qui est confié le portefeuille du contrôle des exportations. Les données n'ont pu être séparées en fonction des sources d'information disponibles.

### Aperçu

- Dans la lutte contre la prolifération, l'ASFC est un acteur clé au Canada des activités visant à prévenir l'exportation non autorisée de marchandises et de technologies stratégiques vers des personnes, organisations et pays suscitant des préoccupations relatives à la prolifération des armes.
- Même si une unité spécialisée à l'AC coordonne les initiatives de lutte contre la prolifération pour l'Agence, plusieurs postes dans les régions effectuent des activités de lutte contre la prolifération dans le cadre de la fonction du renseignement.

### Analyse et considérations

- Les employés rattachés à la fonction de lutte contre la prolifération effectuent essentiellement des activités relatives au renseignement (inclusion n° 5) et se comparent aux agents du renseignement qui contrôlent/interceptent l'entrée clandestine de personnes ou de marchandises au Canada.
- Le groupe de relève du rôle est généralement des ASF de formation collégiale qui se spécialisent dans les dispositions relatives à l'exportation ou possèdent de l'expérience dans le renseignement au sein d'autres agences.
- Le groupe FB renvoie expressément à « [...] la gestion de l'inspection et du contrôle des personnes et des marchandises qui **entrent** au Canada ».
- La classification du travail dans un groupe différent entraînerait d'importantes difficultés de gestion de l'effectif.

### Recommandation

- Il est recommandé qu'une directive soit élaborée pour apporter des précisions sur l'inclusion des activités opérationnelles de lutte contre la prolifération dans l'inclusion n° 5.
- Une décision dirigée devrait être obtenue auprès de l'administrateur général afin d'approfondir la compréhension de la définition du groupe FB pour inclure les marchandises et les personnes qui sortent du Canada.
- Niveau de risque de classification : faible.



# Renforcement des capacités internationales

## Renforcement des capacités internationales – Total des postes

FB-04, Agent princ. programmes, aff. int. et part.	2	1
FB-06, Conseiller princ. programmes, Aff. int. et part.	2	1
FB-08, Gestionnaire, Aff. int. et part.	1	1
<b>Total</b>	<b>5</b>	<b>3</b>

■ Dotés ■ Vacant

**Remarque :** L'équipe du renforcement des capacités coordonne les activités de formation pour les autres gouvernements d'intérêt au besoin (p. ex. dressage des chiens détecteurs). Dans de tels cas, les ASF ou les instructeurs sont placés en affectations temporaires.

### Aperçu

- L'équipe du renforcement des capacités est chargée de mener des activités pour accroître les connaissances, les capacités et les compétences de gestion de la frontière de pays sélectionnés afin de les aider à mettre en place des institutions, des structures et des procédures durables.
- Voici des exemples d'activités : doter d'autres organismes de gestion de la frontière d'outils de connaissance de développement des ressources humaines, appuyer la mise en place/l'élaboration de structures de gestion, faciliter la mise en place de changements législatifs ou réglementaires.
- Les membres de l'équipe du renforcement des capacités peuvent fournir une telle expertise ou coordonner les autres ressources de l'Agence pour la prestation de la formation.

### Analyse et considérations

- Les fonctions de renforcement des capacités ne se rattachent pas directement à l'une des inclusions du groupe FB.
- Il est possible de débattre des liens entre le renforcement des capacités et « repousser les frontières » pour ainsi appuyer la gestion de la circulation des personnes et des marchandises au Canada.
- Questions d'antériorité : le travail dans le groupe (Affaires internationales et partenariats) avait tout d'abord été exclu pendant la conversion du groupe FB en 2007. Cependant, vu la vaste utilisation du groupe FB, le travail a été jugé « inclus » et a donc été classifié dans le groupe FB.
- La direction s'inquiète des difficultés de recrutement pour ce qui est de la capacité à attirer un niveau approprié d'expertise en la matière.
- L'inclusion du travail au groupe FB entraînerait des problèmes de relativité avec les autres postes dont les responsabilités de gestion de programmes/coordination sont similaires.

### Recommandation

- Ne pas inclure au groupe FB; classer en fonction du travail requis.
- Utiliser les affectations pour obtenir l'expertise en la matière nécessaire.



# Gestion des urgences

## Aperçu

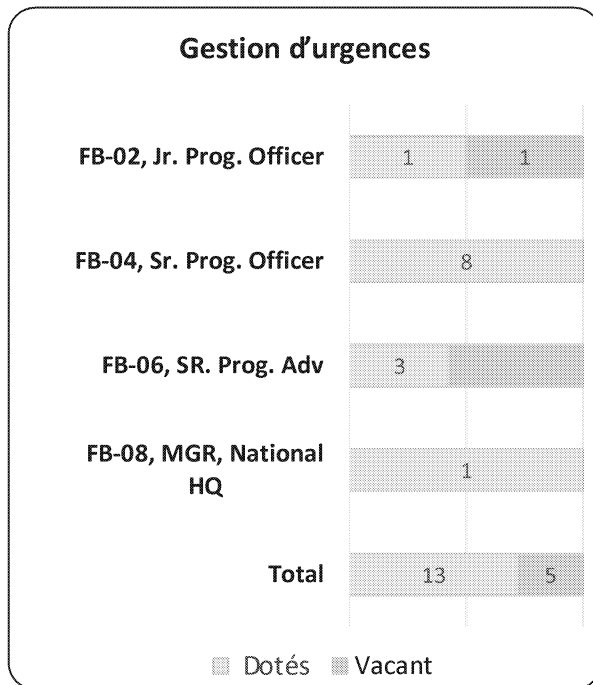
- La fonction de gestion des urgences relève du Centre national des opérations frontalières et permet à l'ASFC de se préparer et de s'adapter efficacement aux interruptions des opérations imprévues, importantes et prolongées causées par une urgence, un incident et/ou une menace et de gérer celles-ci.
- Les activités de travail comprennent: diriger le Program d'exercice opérationnel et le processus d'amélioration des plans d'action; diriger le développement du protocole de vigilance de l'Agence; diriger la planification opérationnelle et de conséquence de l'Agence résultant des événements imprévus influant l' ASFC; et la coordination des plans de continuité des activités pour la Direction générale des opérations/ports d'entrés ainsi que les plans de gestion d'incidents critiques (à l'échelle nationale).

## Analyse et considérations

- Le travail au sein de la présente section nécessite une compréhension approfondie des opérations et pratiques de gestion de la frontière, y compris de tous les intervenants de l'Agence qui auraient un rôle à jouer en situation d'urgence (RH, Finances, TI, etc.).
- Selon la valeur relative à l'échelle du gouvernement, le travail est classifié dans le groupe PA.
- La direction a fait savoir que le travail est associé à l'inclusion n° 6 (émission de directives opérationnelles), car l'équipe fournit une orientation opérationnelle au personnel de première ligne en situation d'urgence et/ou dans les situations ad hoc pour lesquelles des directives opérationnelles n'existent pas.
- L'inclusion du groupe au groupe FB ne cadre pas bien avec l'objectif de la norme du groupe FB et entraînerait des problèmes de relativité (p. ex. les postes dans la DGIST fournissent une orientation sur l'utilisation de l'équipement aux points d'entrée, mais il a été établi qu'ils n'appartiennent pas au groupe FB).

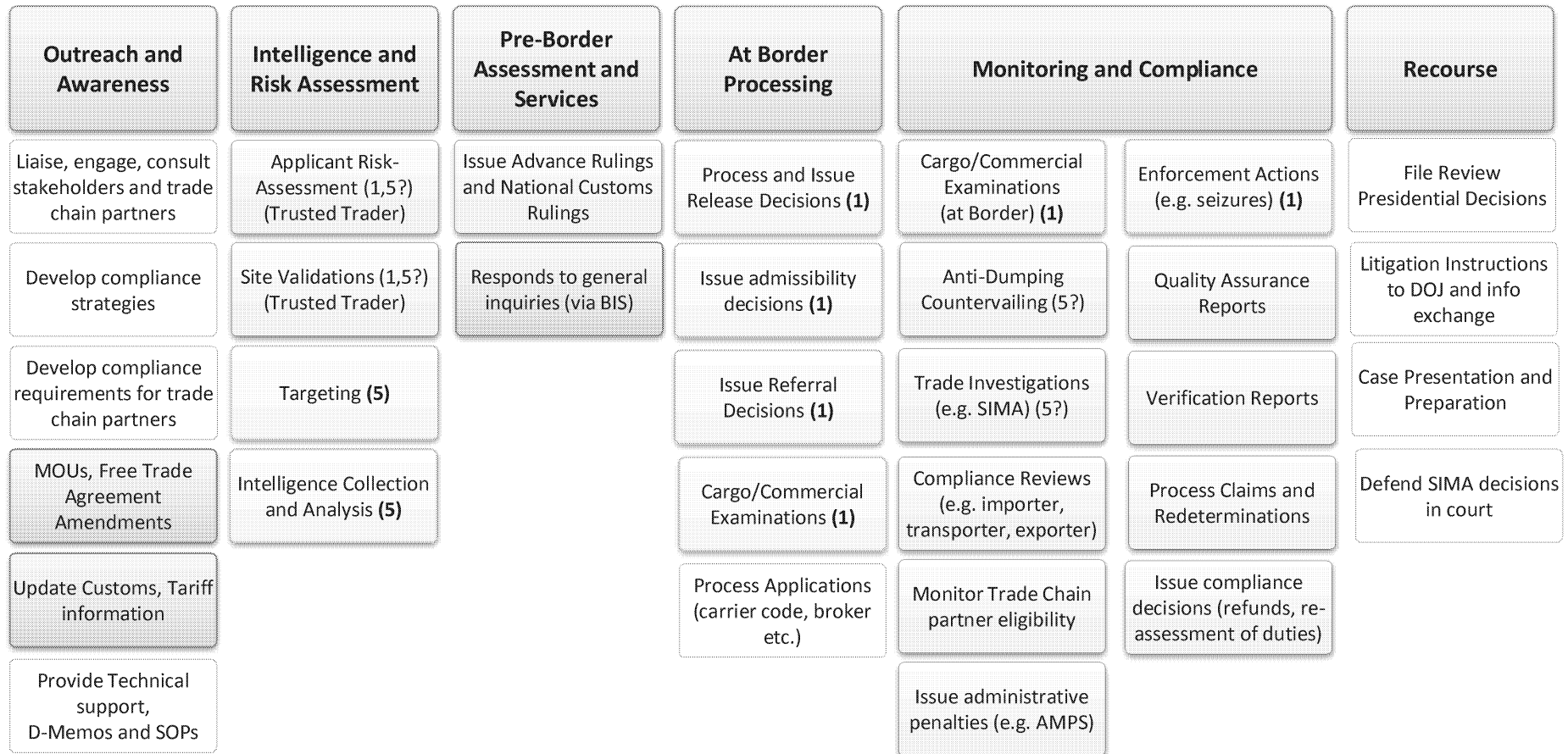
## Recommandation

- Ne pas inclure au groupe FB; classer le travail en considération de la valeur relative au gouvernement.
- Niveau de risque de classification : élevé.





# Trade Program Overview






**Source:** Information is derived from CBSA's Nov. 2016 draft logic models.

**Note:** Number in brackets denote associated FB inclusion statement



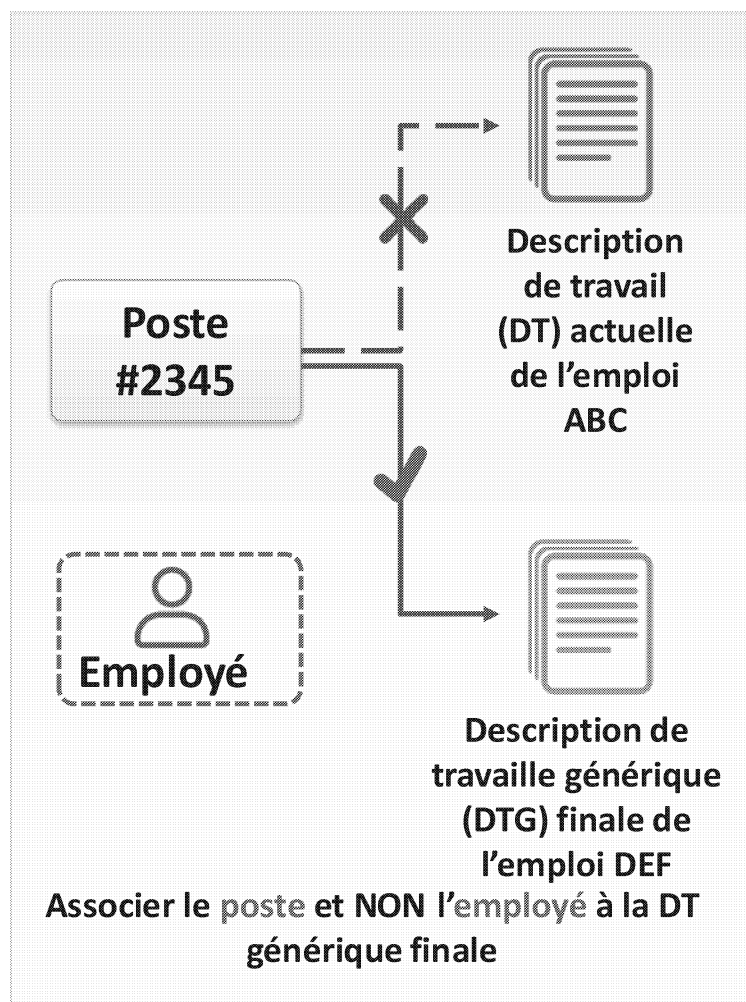
# Transition vers des structures d'état final

Les structures d'état final sont élaborées pour une date future. Elles sont communiquées de façon proactive aux employés. Les employés sont également mis à contribution/consultés dans le cadre du processus de conception organisationnelle de niveau non-EX.

	 <b>1. Établir</b>	 <b>2. Mettre en œuvre</b>	 <b>3. Atténuer</b>
Activité	<ul style="list-style-type: none"> <li>» Mettre en place des structures avec les bons groupes et niveaux cadrant avec le travail requis.</li> <li>» Déterminer de nouvelles DTG qui correspondent au travail requis dans la future structure.</li> </ul>	<ul style="list-style-type: none"> <li>» Cartographier les postes qui s'harmonisent bien avec les futures structures (c.-à-d. aucun changement au groupe ni au niveau).</li> <li>» Supprimer les postes vacants qui ne s'harmonisent pas bien avec les futures structures.</li> <li>» Les postes occupés deviennent des postes pour le « titulaire actuel seulement (TAS) » pour une période déterminée.</li> </ul>	<ul style="list-style-type: none"> <li>» Appliquer des stratégies d'atténuation systématiquement dans l'ensemble de l'Agence.</li> <li>» Veiller au respect des valeurs de l'équité et de la transparence.</li> <li>» Une fois le « calendrier » atteint, les postes sont dûment classifiés au bon groupe et au bon niveau.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>» L'accent est placé sur la compréhension des besoins organisationnels futurs, des questions, des préoccupations.</li> <li>» La participation des employés et des gestionnaires est privilégiée au moyen de consultations.</li> <li>» Vaste mise en commun de l'information sur le renouvellement de la classification.</li> </ul>	<ul style="list-style-type: none"> <li>» L'accent est placé sur l'explication de la vision de la structure organisationnelle (par la direction) pour appuyer la mise en œuvre des futures structures.</li> <li>» La compréhension et la confiance des employés sont encouragées.</li> <li>» Communications personnalisées à l'échelle de la direction générale/direction pour les employés.</li> </ul>	<ul style="list-style-type: none"> <li>» L'accent est placé sur l'atténuation des situations d'anomalie.</li> <li>» Une importance particulière est accordée à l'offre de soutien aux employés et gestionnaires touchés.</li> <li>» Communications personnalisées à l'échelle de la direction générale/direction, avec d'autres personnalisations au niveau du poste au besoin.</li> </ul>



## Mise en œuvre : Associer les postes aux structures finales



**Harmonisation complète avec l'état final**

G&L actuel = G&L final

Procéder à l'association avec le poste



**Pas d'harmonisation (vacant)**

C/G actuel  $\neq$  C/G final

Délimiter et créer un nouveau poste



**Pas d'harmonisation (occupé)**

C/G actuel  $\neq$  C/G final

Atténuation requise



Pour limiter les futurs risques, délimiter et remplacer les postes qui ne satisfont pas aux structures finales futures (p. ex. les problèmes d'allocation de groupe)





# Date d'harmonisation complète – Décision requise

La protection du statut salarial ne peut être déclenchée que par une reclassification des postes. Tout d'abord, les gestionnaires allègeront les situations problématiques en gérant le processus « titulaire actuel seulement ».

## 1. Titulaire actuel seulement

## 2. Déclenchement de la reclassification des postes et de la protection des salaires

### AVANTAGES

- » L'employé ne perd pas le statut perçu lié à la classification actuelle
- » Il n'y a aucune incidence sur la paye ou les prestations de l'employé
- » Les perturbations de l'effectif actuel seront minimales pour donner du temps pour changer les plans de gestion et de communication

- » L'employé garde la totalité de ses droits de titulaire du groupe et du niveau actuels
- » Les postes sont correctement classifiés, le fardeau administratif engendré est allégé
- » L'agence pourra régulariser l'enveloppe salariale plus vite grâce à l'arrêt de la protection salariale dans certains cas

### DÉSAVANTAGES

- » Questions liées au moral – les nouveaux employés de la section auront une classification différente de celle des employés en poste (même travail, différentes classifications)
- » Aucun incitatif pour les employés quittant leur poste si une date de fin n'est pas claire et si le salaire actuel est attrayant
- » Nécessite beaucoup de discipline dans la gestion administrative des cas de TAS

- » Selon la période de transition, l'employé pourrait éprouver un sentiment de perte envers le statut perçu en fonction du groupe
- » Ce ne sont pas tous les postes qui peuvent être reclassifiés en raison des différents agents négociateurs (p. ex. FB/EC), ce qui entraîne un mélange des stratégies d'atténuation dans certains domaines
- » Les employés seront assujettis aux mesures de protection salariale, qui pourraient aussi provoquer l'arrêt de la protection salariale

**Recommandation :** L'harmonisation complète doit avoir lieu 6 à 12 mois après que la haute direction a autorisé la structure finale.



## Atteindre l'alignement complet

### Reclassification de poste et protection salariale

**Protection du revenu dans les cas de reclassification :** l'employé continue de recevoir toute révision et augmentation de salaire ainsi que les augmentations de traitement au mérite et les primes selon les dispositions en vigueur pour l'ancien groupe et l'ancien niveau.

La protection salariale **prend fin** quand l'un ou l'autre des éléments suivants survient.

1

#### **Mutation**

Un employé a été **nommé** ou **déplacé** à un poste dont le taux maximal de rémunération est égal ou supérieur au taux maximal de rémunération de son groupe et de son niveau précédents.

2

#### **Changement de salaire avantageux**

Le salaire du nouveau groupe et du nouveau niveau de l'employé est **assujéti à une révision salariale** dont le taux maximal de rémunération est égal ou supérieur au taux maximal de rémunération du groupe et du niveau précédents.

3

#### **Rétrogradation volontaire**

L'employé **accepte une nomination** ou une mutation à un autre poste dont le taux maximal de rémunération est inférieur.

4

#### **Refus de mutation**

L'employé **refuse sans motif valable et suffisant** une offre de mutation dans la **même région géographique** à un autre poste équivalent à son groupe et à son niveau actuels.



## A. Enjeux de gestion - Stratégies d'atténuation

Question/ préoccupation	Considérations	Stratégies
<b>Recrutement de l'expertise de première ligne:</b> Capacité de recruter des experts en la matière de première ligne à l'AC entravée par des échelles salariales pouvant être inférieures	<ul style="list-style-type: none"> <li>Existe-t-il des raisons qui inciteraient les employés régionaux à travailler à l'AC (p. ex. prévisibilité des horaires, avancement, mobilité vers d'autres ministères)?</li> <li>Cela dépend-il véritablement d'un modèle? (Non)</li> </ul>	<ul style="list-style-type: none"> <li>Mettre sur pied des programmes d'« affectation » solides en partenariat avec la Direction générale des opérations.</li> <li>Mettre en place une entente avec la Direction générale des opérations pour les domaines de programme qui nécessitent normalement de l'expérience de première ligne.</li> <li>Tirer parti de la flexibilité de la dotation et de la classification pour s'assurer que la Direction générale des opérations est en mesure de créer des postes de remplaçants en cas d'affectations à long terme.</li> <li>Élaborer des stratégies d'atténuation des risques qui aident la Direction générale des opérations à gérer les questions de gestion de l'effectif pour alléger le fardeau de la Direction générale (p. ex. l'organisme d'accueil continue à payer pour l'employé jusqu'à ce que celui-ci puisse être réintégré).</li> </ul>
<b>Morale de l'effectif:</b> Questions liées au moral de l'effectif pouvant apparaître pendant la période de transition parce que des employés qui effectuent le même travail sont rémunérés différemment.	<ul style="list-style-type: none"> <li>Les employés touchés (dont le poste ne cadre pas bien avec l'état futur) risquent peu de constater des effets sur leur salaire.</li> </ul>	<ul style="list-style-type: none"> <li>Communiquer de façon proactive et continue avec les employés en mettant régulièrement l'information en commun sur l'état.</li> <li>Informers les nouveaux employés de la situation (gestion des attentes).</li> <li>Fournir des ressources de soutien aux employés (p. ex. PAE), au besoin.</li> </ul>
<b>Perte de talent actuel:</b> Perte de capital humain dans les domaines d'activité des programmes organisationnels (mesure du rendement, gouvernance, etc.) en raison de transition à d'autres domaines	<ul style="list-style-type: none"> <li>Écart du point de vue du groupe et du niveau</li> <li>Possibilités de centraliser le travail pour réaliser des gains d'efficacité?</li> <li>Quels sont les groupes/niveaux de destination? (Vraisemblablement les PM, les AS et certains CR)</li> </ul>	<ul style="list-style-type: none"> <li>Étudier la possibilité de réorganiser les fonctions de gestion intégrée dans certains groupes clients.</li> <li>Faire preuve d'initiative pour le recrutement d'employés d'autres ministères dans de tels domaines de travail en tirant parti de la « dotation collective 2.0 » et de l'acquisition de talents.</li> <li>Élaborer des parcours de perfectionnement professionnel pour les employés administratifs subalternes actuellement dans les groupes AS/CR.</li> </ul>
<b>La fatigue du changement:</b> La lassitude découlant du changement suscitera du scepticisme chez les employés.	<ul style="list-style-type: none"> <li>Plusieurs réorganisations ont eu lieu par le passé; cela demeure la norme à l'Agence.</li> </ul>	<ul style="list-style-type: none"> <li>Voir plus haut.</li> <li>L'accent des communications est placé sur la nécessité du changement.</li> </ul>



## B. Scénarios pour les employés - Stratégies d'atténuation

Scénario	Considérations	Stratégies
L'employé souhaite travailler ailleurs au sein de l'Agence pour acquérir une autre expérience (p. ex. actuellement groupe FB dans la Direction générale des programmes et désire passer au communication).	<ul style="list-style-type: none"> <li>L'employé satisfait-il les exigences en matière d'études du travail désiré?</li> <li>Quelles sont les compétences/lacunes?</li> <li>Est-ce réalisable dans un délai raisonnable?</li> <li>Quel niveau d'investissement est requis de l'Agence</li> </ul>	<ul style="list-style-type: none"> <li>Utiliser les outils de perfectionnement professionnel pour aider l'employé à trouver un emploi au sein de l'Agence/des autres ministères dans son domaine d'intérêt.</li> <li>Offrir de l'accompagnement professionnel à l'employé.</li> <li>Informar le Groupe de l'acquisition des talents qu'il doit effectuer une évaluation.</li> <li>Concevoir le RPPU sous un angle différent.</li> <li>Possibilité d'accroître le RCI pour l'employé, si dans l'ensemble la satisfaction de l'employé en milieu de travail est supérieure (prend en considération certains éléments de la Stratégie de gestion des personnes).</li> </ul>
L'employé ne satisfait pas les nouvelles exigences en matière d'études du nouveau poste, mais est parfaitement capable d'accomplir le travail.	<ul style="list-style-type: none"> <li>Puisqu'il ne s'agit pas d'un exercice de conversion de la classification, conserver les droits acquis pour les normes de qualification n'est pas possible.</li> </ul>	<ul style="list-style-type: none"> <li>Utiliser le « TAS » pour une période indéterminée (jusqu'à ce que l'employé quitte le poste).</li> </ul>
Le poste de l'employé est reclassifié à un niveau supérieur et ce dernier est le plus qualifié pour effectuer le travail requis.	<ul style="list-style-type: none"> <li>Existe-t-il d'autres situations dans l'organisme où les employés ne sont pas reclassifiés à un niveau supérieur?</li> </ul>	<ul style="list-style-type: none"> <li>Reclassifier le poste vers le haut, conformément aux Directives sur la classification, et nommer l'employé.</li> </ul>
Le poste de l'employé est reclassifié à un niveau supérieur et ce dernier n'est PAS le candidat le plus qualifié.	<ul style="list-style-type: none"> <li>Le travail à effectuer diffère-t-il considérablement de celui confié à l'employé? (S'agit-il d'un problème de rendement?)</li> <li>Existe-t-il des bassins de candidats?</li> </ul>	<ul style="list-style-type: none"> <li>Il faudra en discuter au cas par cas.</li> </ul>
L'employé cadre bien à la structure future, mais ne rencontre pas les exigences linguistiques du poste de destination (ex.: FB-06 à l'AC qui devra superviser)	<ul style="list-style-type: none"> <li>Quel est le profil linguistique actuel de l'employé?</li> <li>Quel investissement est requis afin d'assurer que les exigences sont rencontrées?</li> <li>Est-ce que l'employé a un intérêt à rencontrer le nouveau profil?</li> </ul>	<ul style="list-style-type: none"> <li>Tirer parti de la stratégie des LO actuelle afin d'assurer que l'Agence continue de soutenir et d'améliorer la prestation des services dans les deux langues officielles.</li> </ul>



## Communications – À quoi ressembleront-ils?

### Communication de renseignements

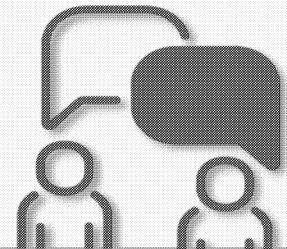
- » **Atlas et wiki sur la classification :** Utilisés pour communiquer des renseignements généraux (p. ex. mises à jour sur les projets, échéanciers, etc.)
- » **Apollo :** les DTG seront transmises et mises à la disposition de tous les employés de l'Agence
- » **Gestion :** Les cadres et les gestionnaires seront appelés à communiquer des renseignements concernant leurs employés
- » **Séances de discussion et webinaires :** utilisés pour répondre aux questions des employés

### Mobilisation

- » **Examens sur place** menés en personne ou au moyen d'un questionnaire. Utilisés pour en savoir plus sur les emplois à l'Agence.
- » **Employés et gestionnaires mobilisés** et consultés au moment de la rédaction des descriptions de travail
- » **Participation des gestionnaires** à des comités d'évaluation afin d'aider à évaluer les postes
- » **Participation des intervenants** à des groupes de travail spéciaux pour aborder les préoccupations et les processus de projets

### Formation et sensibilisation

- » **Formation requise sur la classification (P930)** pour les gestionnaires qui détiennent un pouvoir en matière de classification
- » **Des outils et des ressources** seront élaborés et mis à la disposition des employés afin de démystifier la classification et les processus qui s'y rattachent



Communication continue par l'intermédiaire de diverses voies

## ÉBAUCHE À TITRE DE DISCUSSION SEULEMENT – NE PAS DISTRIBUER

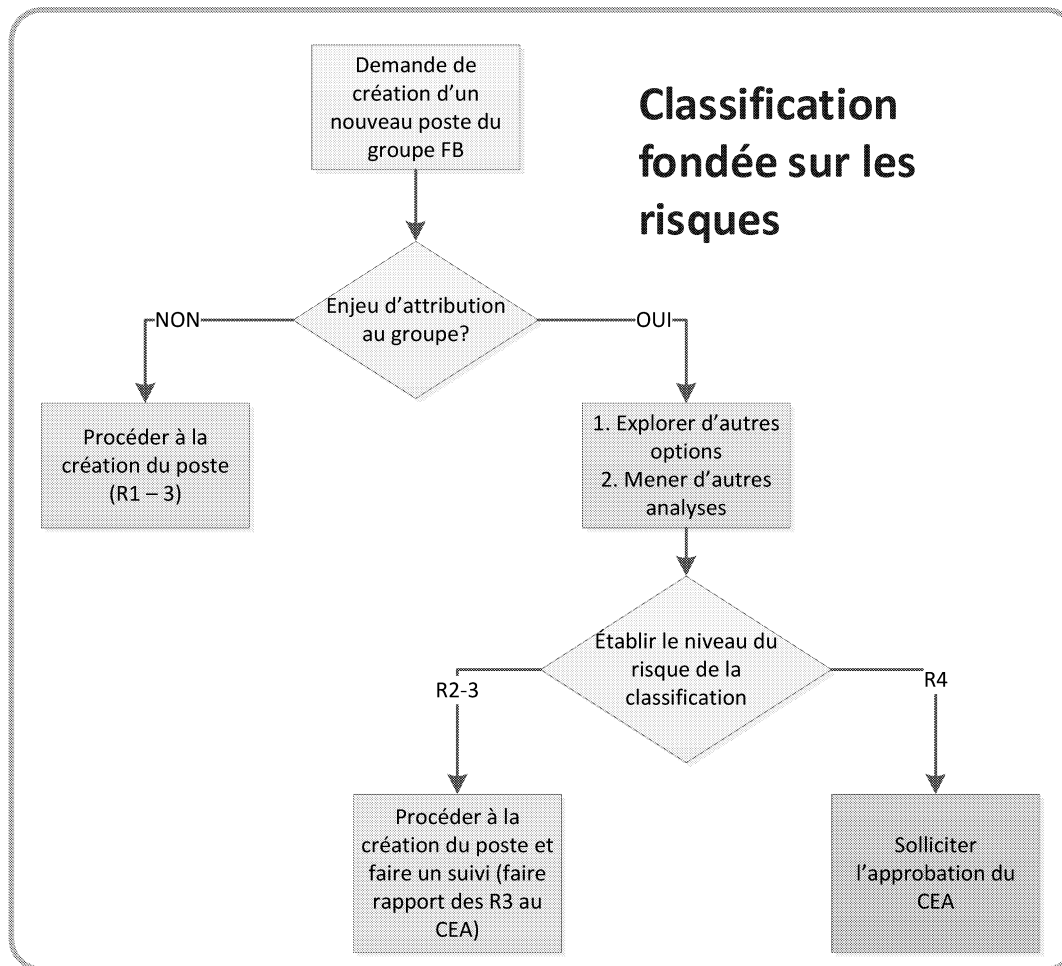


# Allant de l'avant – Les prochaines étapes

Exigence	Activités
<b>Intégrité des données sur l'organisation</b>	<ul style="list-style-type: none"> <li>• <b>Gestion des postes vacants</b> – si cela est bien fait, la transition sera soutenue (p. ex. déterminer combien d'employés peuvent être « placés » dans le modèle de l'état final)</li> <li>• Procéder à toute élimination de postes (pour que l'on sache avec quoi on travaille)</li> </ul>
<b>Terminer les réunions de gestion avec les clients et mener des examens sur place ainsi que des groupes de discussion</b>	<ul style="list-style-type: none"> <li>• Prioriser les secteurs où l'attribution des groupes n'est pas claire</li> <li>• Avoir recours aux groupes de discussion pour consulter les employés au sujet de l'élaboration de DTG futures pour le groupe FB</li> <li>• Recenser les gestionnaires et employés qui souhaitent être consultés</li> </ul>
<b>Élaborer des modèles organisationnels</b>	<ul style="list-style-type: none"> <li>• Élaborer des ébauches d'options de modèles organisationnels en vue d'une consultation avec la direction (fondées sur la structure existante)</li> <li>• Prioriser : les programmes, le soutien administratif et la DSCP</li> <li>• Mener des consultations et obtenir de la rétroaction pour assurer la faisabilité opérationnelle</li> </ul>
<b>Élaborer une stratégie de communication</b>	<ul style="list-style-type: none"> <li>• Recueillir auprès de la direction les questions et les préoccupations des employés afin d'élaborer des moyens de communication</li> <li>• Repérer des occasions de communication (discussions ouvertes, webinaires, appels régionaux, etc.)</li> <li>• S'assurer que les bonnes personnes sont engagées au bon moment</li> </ul>
<b>Élaborer des descriptions de postes normalisées</b>	<ul style="list-style-type: none"> <li>• Élaborer des descriptions de travail normalisées dans les 11 groupes principaux pour faciliter la cartographie de postes à l'avenir.</li> </ul>
<b>Forunir des éclaircissement sur la définition du groupe FB</b>	<ul style="list-style-type: none"> <li>• Développer un bulletin d'interprétation de l'ASFC sur l'utilisation du groupe FB au sein de l'Agence</li> <li>• Consulter les principaux intervenants pour assurer que le bulletin reflète les limites convenues</li> </ul>

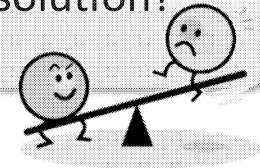


# Établir un équilibre entre les exigences opérationnelles et la gérance du programme de classification



Nous ne voulons pas *aggraver* le problème – cela créerait plus d'enjeux à l'avenir.

Quelle est la solution?



## Considérations clés :

- Équité pour l'ensemble des employés de l'Agence
- Risques courus par l'organisation (à court terme et à long terme)
- Autres stratégies (p. ex. déterminer l'embauche)
- Mobilité future des employés
- Uniformité des décisions

(Message from VP HRB to all CBSA employees)

## Subject: Classification Renewal – Update

Earlier this year, the President and Executive Vice-President announced a number of [CBSA Renewal](#) initiatives designed to help strengthen our Agency's foundation, including Classification Renewal. The following is an update on this important multi-year initiative.

Classification renewal initiatives are currently taking place across the public service to ensure that departments and agencies are well positioned to deliver results to Canadians.

The focus of the CBSA's Classification Renewal initiative is to develop and update standardized job descriptions and to assess whether work units are properly structured. To do this, classification advisors are working closely with managers and employees to understand how the Agency works and to identify opportunities to build on our strengths and to address any gaps. Managers and employees will need to think differently about the tools we have – namely job descriptions. Standardized job descriptions (SJDs) are essential to creating a modern and agile Agency and they promote flexibility and mobility for employees.

The Agency is well positioned to further strengthen its use of SJDs within the Agency. The goal is to further identify opportunities to provide job clarity and distinction from a skills and competencies perspective. This will empower employees in owning their career growth.

### 2018-2019 Changes You Will See

The CBSA will begin transitioning to a new functional management model which involves changes to our organizational structure. For more information please refer to the [President's Message](#).

Other changes include:

- Finish implementing new or updated job descriptions for positions providing an internal service (remaining CS, FI, IS, PE & PG occupational groups)
- Develop and implement new job descriptions for positions providing administrative, program or policy services across the Agency (primarily falling into the AS, CR, EC and PM occupational groups)
- Please note that the review of the Trade, Inspection and Enforcement functions (FB occupational group) will not begin until fiscal year 2019-20.

By the end of the year, many of you will have participated in a Job Validation Review (Onsite Interview or Desk Audit).

The Classification Renewal initiative may cause some positions to be reclassified to a different occupational group or level. If your substantive position is reclassified to a lower group and level, the provisions of the [applicable Collective Agreement](#) for your former position and/or the [Directive on Terms and Conditions of Employment](#) would continue to apply, and provide for salary protection in such circumstances.

If you have any questions or need more information, please consult [general information](#) and [FAQs](#) or speak to your manager.

Thank you,

Jacqueline Rigg  
Vice-President  
Human Resources Branch





Canada Border  
Services Agency

Agence des services  
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# Classification 101

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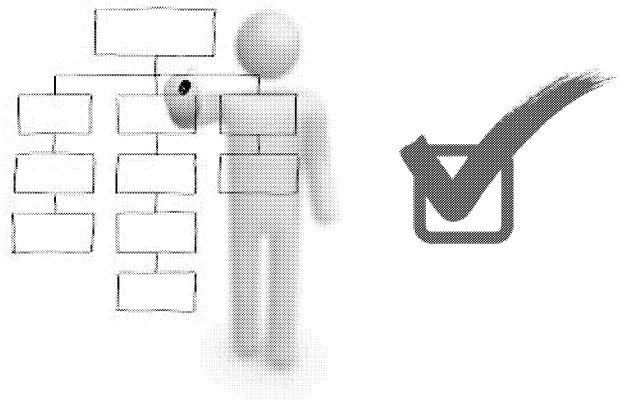
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## Overview of Classification

Classification is the only human resources discipline focussing mainly on the '**box**' (the position) rather than the '**body**' (the person) to ensure that the resultant evaluation of the responsibilities of the position is an objective one.





# Responsibilities

## Manager

- Ensure that their organizational structures support the mandate, are efficient, and within budget.
- Determine the content of the job description and ensure it is up-to-date when duties are changed significantly or every 5 years.
- Ensure that work descriptions reflect the work assigned and performed by their employees
- Implement appropriate standardized work descriptions, wherever possible

## Classification Advisor

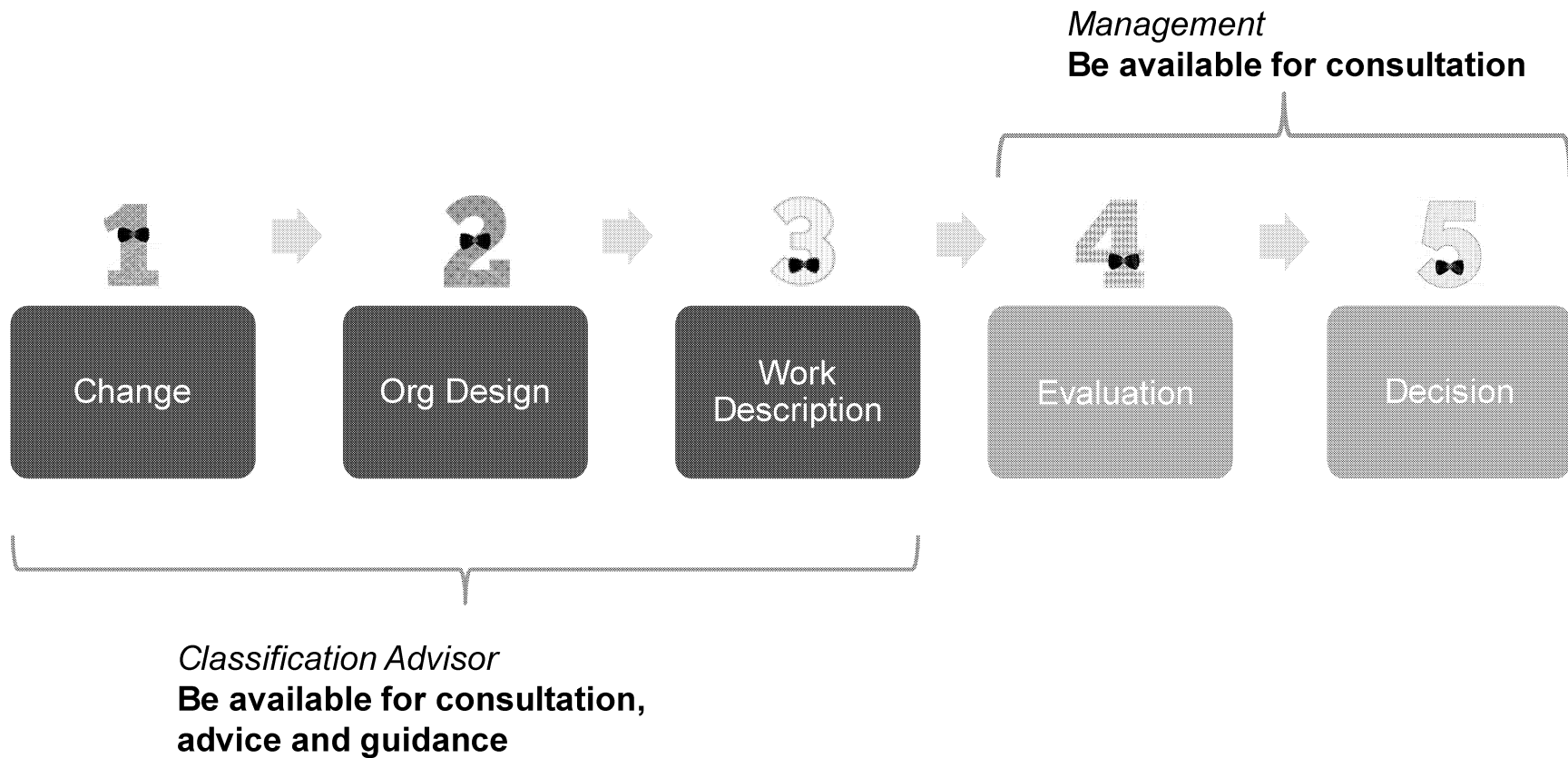
- Responsible, on behalf of the President of the CBSA, for ensuring the integrity of the classification program
- Ensure that managers are provided with proper advice and guidance concerning organizational issues as well as on the potential impact of the classification decisions

## Employee

- Flag issues with work description
- Participate in desk audits
- Share and provide feedback on generic work descriptions

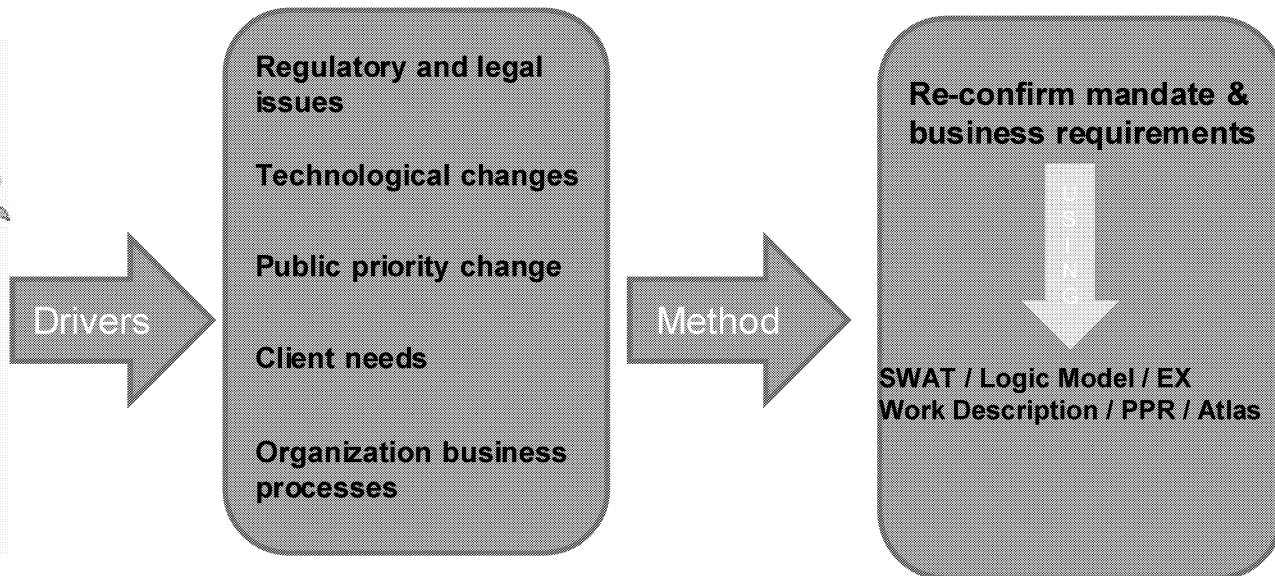


# Classification Process





# 1. Change

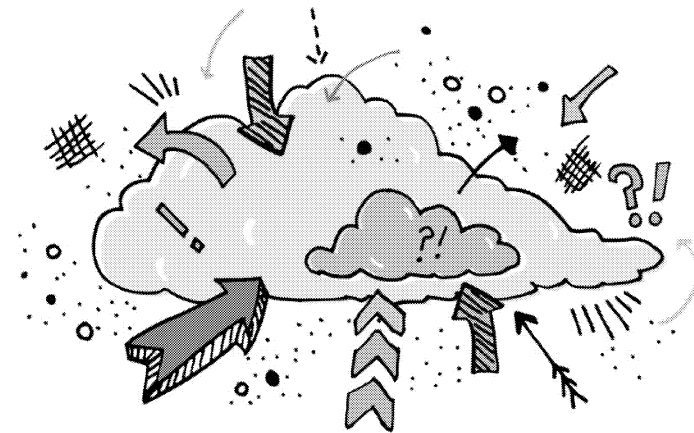
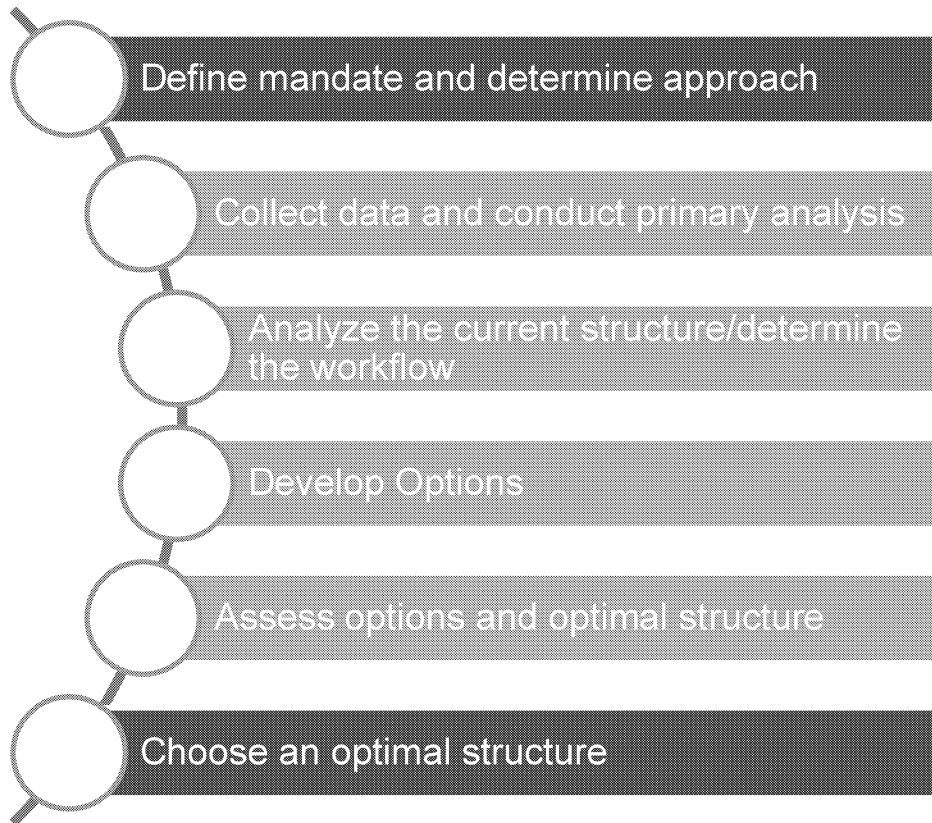


Manager's Responsibilities
Review the business requirements identified in their HR Plan in order to refine/confirm the organization's mandate

Classification Advisor's
Research and confirms there is no overlap in mandates across the Agency



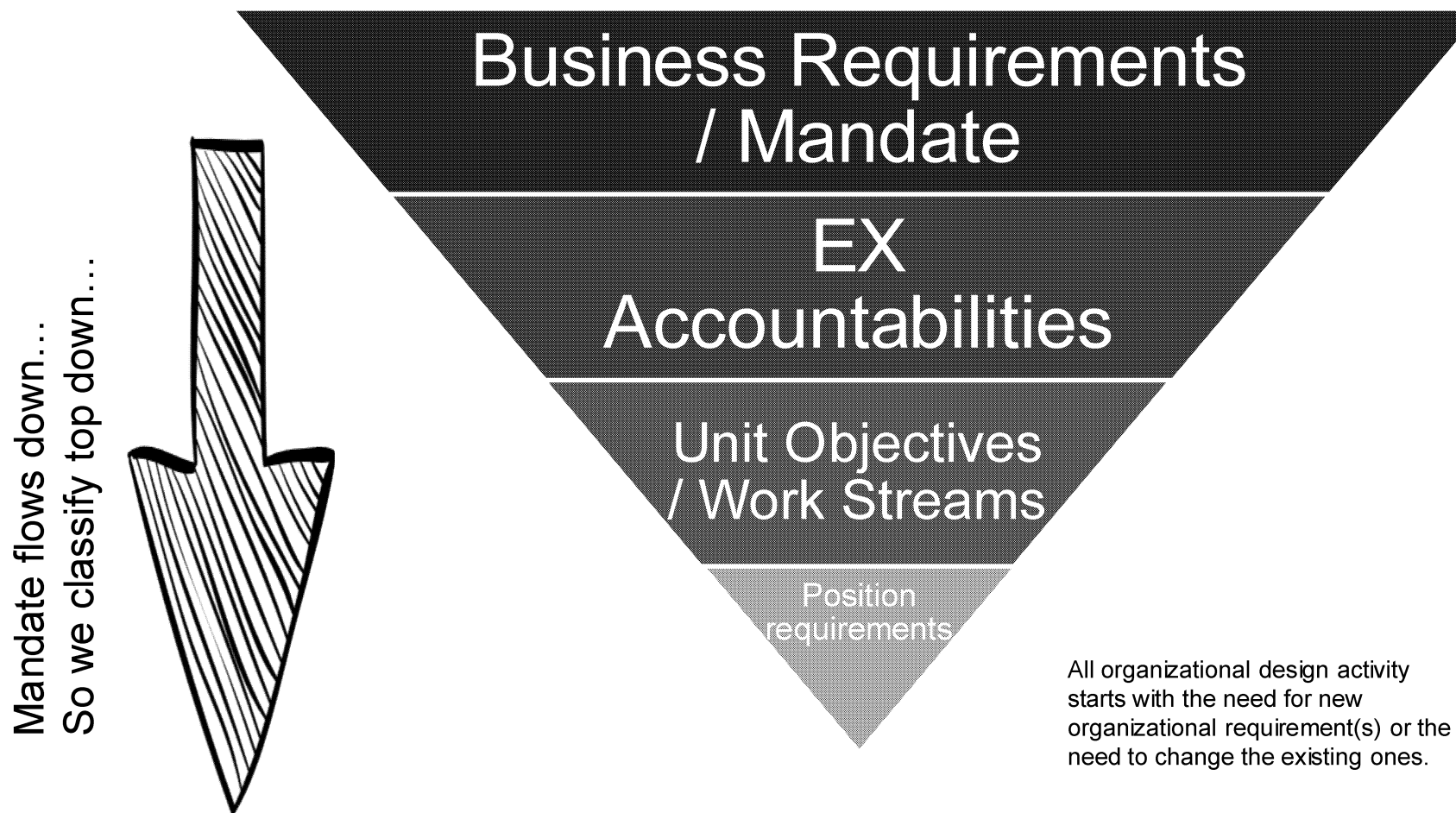
## 2. Organizational Design



Manager's Responsibilities	Classification Advisor's Responsibilities
<ul style="list-style-type: none"> <li>Choose an optimal structure                             <ul style="list-style-type: none"> <li>Functional</li> <li>Divisional</li> <li>Hybrid</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Collect Data</li> <li>Conduct primary analysis</li> <li>Develop Options</li> </ul>



## 2. Organizational Design





## 3. Work Descriptions

### Work Description

- Tombstone Data
- Client Service Result
- Key Activities
- Substantiating Information

### Important to note

- One thought per sentence;
- Consistent, bias-free language (gender neutral and free of assumptions about the work);
- All significant aspects of the work are visible;
- Only the key activities of the work should be described;
- Specific tasks typically found in SOPs, guidelines or other related documents do not need to be detailed in the work description.

#### Manager's Responsibilities

- WD Contents
- General Information (tombstone data)
  - Client Service Results
  - Key Activities
  - Position Requirements

#### Classification Advisor's Responsibilities

- Quality Review
- Preliminary Analysis





### 3. Risk of Inaccurate Work Descriptions

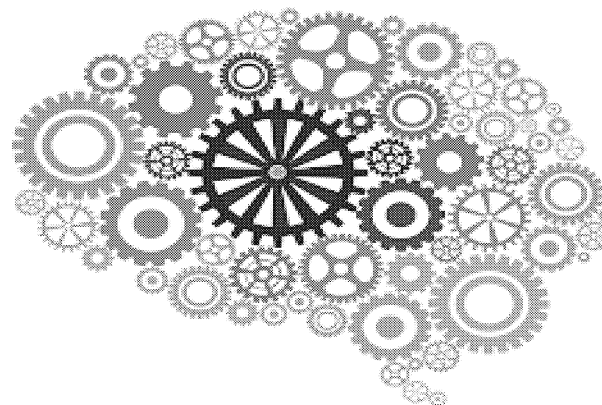
- Over-Classification
  - Could interfere with employee recruitment, retention, and career development
  - Result in the inefficient use of salary funds
  - Create situations in which employees are unable to advance because they do not have appropriate experience to move to the next level
  - Create inappropriate precedent for other similar jobs
- Under-Classification
  - Could interfere with employee retention or career development
  - Lead to difficulty finding qualified candidates for the position
  - Affect employee morale and lead to dissatisfaction
  - Create an inappropriate precedent for other similar jobs
- Out-of-Date
  - Could complicate the development of statements of merit criteria for the staffing process
  - Hinder the identification of work related objectives to evaluate employee performance
  - Lead to labour relations grievances



## 4. Evaluation

### Steps for evaluation of WD:

1. Preliminary review all information to determine course of action
2. Perform job validation and write report
3. Evaluate WD (Committee or Solo)
4. Inform management of the decision





## 4. Evaluation

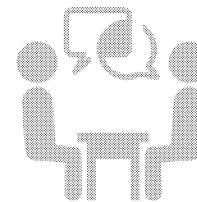
Tools used for the evaluation:





## 4. Evaluation - Job Validation report

Also known as a **desk-audit** or **onsite interview**



Job validation reviews (JVRs) are conducted in order to:

- assess whether or not the content of the job description and the work assigned match
- obtain additional information about the work and the organizational context, or work environment

Job validation reviews are performed by Classification Advisors through interviews with employees and in consultation with managers



## 4. Evaluation - Job Validation report

### WHY?

As per the TBS *Directive on Classification*:

- Job validation reviews are required when a reclassification is being proposed

Job validation reviews may also be conducted when:

- a classification grievance has been submitted
- a better understanding of the job is required
- monitoring activities occur, namely to confirm the appropriate application of standardized job descriptions
- the classification of a position involves contentious issues
- a cyclical review occurs



## 4. Evaluation - Job Validation report

### HOW?

1. The Classification Advisor and Management decide on the best way to carry out the interview(s) \*One-on-one, focus groups, questionnaire
2. The employee is invited to participate in a JVR \*Questions may be sent in advance
3. The interview is completed \*(face-to-face, via telephone, etc.)
4. The draft job validation report is **provided to the manager and to the employee(s) who have been interviewed for comments**
5. The comments obtained are included in, or appended to, the report. In the absence of comments, the report will indicate that the opportunity to comment was provided
6. The final job validation report includes the Advisor's conclusion and is signed and dated by the human resources advisor and placed on the classification file



## 4. Evaluation - Job Validation report

### Assessed

- Work responsibilities
- Skills required to do the work
- Levels of effort required do the work
- Knowledge required to do the work
- Working conditions

### Not Assessed

- Employee performance
- Volume of work
- Linguistic profile
- Security level
- Other items that are compensated through other means in the collective agreement (e.g. overtime)



## 4. Evaluation - Classification Standard + Table of Concordance

Program & Policy	PA Group		FB Group	EC Group
	AS	PM	FB	Application of a comprehensive knowledge of economics, sociology or statistics, to...
	(2) Planning, development or management of government policies, programs, services or other activities <b>directed to the Public Service.</b>	(2) Planning, development, delivery or management of government policies, programs, services or other activities <b>directed to the public.</b>	(6) Developing CBSA operational <b>directives to be followed in carrying out the remainder of the FB activities.</b>	(1) The conduct of surveys, studies, projects and tests (5) economic, socio-economic or sociological studies, forecasts and surveys in a variety of subject areas in domestic and/or international settings (6) The development, application, and evaluation of statistical and survey methods and indicators for use in natural or social science research projects, or in the planning of surveys and census or in the determination of statistical measures (7) The provision of advice in the fields of economics, sociology and statistics
	(6) Internal Audit (8) Compensation (9) Advice, support and training in electronic equipment (10) Property assets and facilities, information holdings, and security services.	(4) Collection of taxes (5) Consumer product inspection (7) Privacy of and access to information	(1) Determining admissibility of people and goods entering Canada (2) Post-entry verification of people or goods (3) arresting, detaining or removing (4) Investigating (5) Conducting intelligence activities	

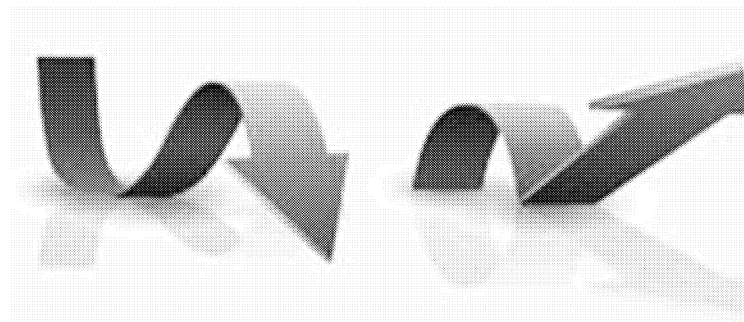




## 4. Evaluation - Results

Following a classification revision the results could be:

- Review and update
- New position creation
- Reclassification
  - Upwards
  - Downwards





## 4. Evaluation - Reclassification

A reclassification occurs when there is a change in the occupational group, sub-group (if applicable) and/or level of an existing job or position in accordance with the Classification Program, its related policies, directives and other instruments

A reclassification may occur as a result of central agency or Agency oversight, a grievance decision or to correct an error; or as a result of a substantial change in duties or responsibilities

A reclassification may also occur following:

- Legislative changes resulting in new program requirements;
- Central agency or Agency policy resulting in changes to existing programs or changes to organizational mandates;
- Reorganization of work; and
- Natural evolution of work over the course of time





## 4. Evaluation - Reclassification

What If My Position is Reclassified Downward?

Salary protection is an entitlement under most collective agreements and/or under the Directive on Terms and Conditions of Employment in order to mitigate negative impacts for employees whose positions have been reclassified downward

It is important to also note that the Agency has an obligation to try to place employees who have been impacted by a downward reclassification of their substantive position in positions that are at the same or an equivalent level to the employee's substantive position prior to the reclassification



## 4. Evaluation - Salary protection

**Salary protection in cases of reclassification:** Employees continue to receive any salary revisions/increments, merit increases/award based on the provisions specified for their former group and level, provided that they are represented by the **same bargaining agent**.

Salary protection **ceases** when one of the following instances occurs:

1

**Deployment:**

Employee deploys to a position where the maximum rate of pay is equivalent or higher than his/her salary protected group and level.

2

**Beneficial Salary Change:**

The salary of the position's group and level is subject to a **salary review**, and the maximum rate of pay is at or above the maximum rate of pay of the employee's salary protected group and level.

3

**Voluntary demotion:**

The employee **accepts an appointment or transfer** to another position for which the maximum rate of pay is lower.

4

**Deployment Refusal:**

The **employee refuses without good and sufficient reason** an offer of transfer within the **same geographical region** to another position which is equivalent to his/her salary protected group and level.



## 5. Decision

- During a classification committee, the final decision is arrived at by consensus rather than through voting or majority rule. The evaluation process is a search for the most appropriate rating. The committee makes every effort to resolve differences and reach an agreement on the ratings.
- The results of the evaluation process must be communicated to the appropriate managers, the incumbent(s) and the other HR sections, as required.
- Employees will be given formal written notice of any decisions that affect their position, and are notified of their grievance rights.



Manager's Responsibilities	Classification Advisor's Responsibilities
Be available for consultation	<ul style="list-style-type: none"> <li>• Accredited Classification Advisor is delegated to make this decision</li> <li>• Communicate the decision</li> </ul>



## Still have Questions?

- Classification Renewal mailbox





Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# Classification Renewal

June 2019

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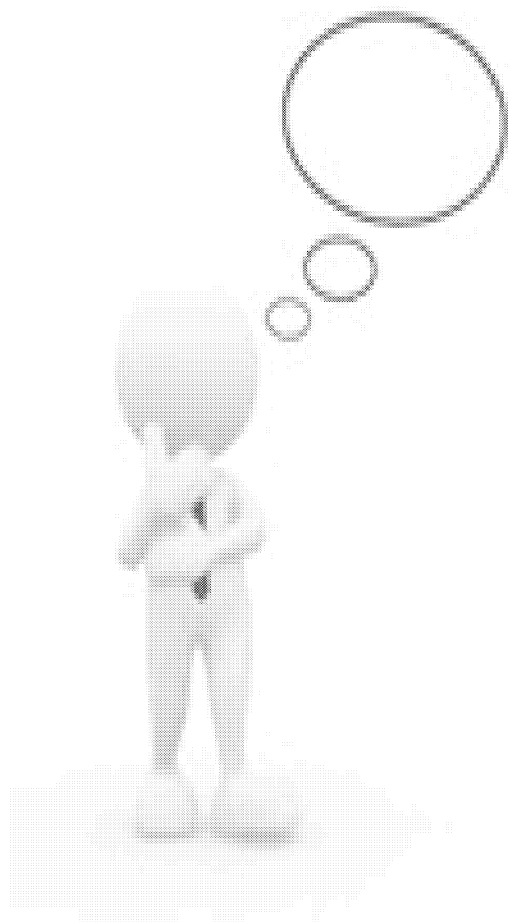


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# What is Classification Renewal?



Classification Renewal will be used to review every major function within the Agency to develop and update standardized organizational models and standardized job descriptions (SJDs)

Classification Renewal is a multi-year project, extending until FY 2020/21.

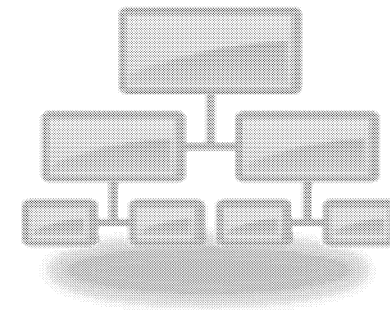




## Expected Benefits

Agency-wide review of work descriptions and organizational models to ensure:

- ✓ Greater clarity across jobs
- ✓ Reduced overlap
- ✓ Enhanced mobility and clear career development paths
- ✓ Improved data integrity
- ✓ Consistent organizational models and job parameters



Existing jobs will be replaced by updated SJDs

Long term outcomes:

- ✓ Employees are compensated according to the work they do
- ✓ Organizational structures are maximised to attain results



# What issues are we trying to fix?

**Group allocation:** positions that are not classified in the right group or at the right level

EXAMPLES	Group Allocation	GROUP
		PE to AS EC to PM

**Span of control:** supervisory positions with no or too few subordinates

EXAMPLES	Span of Control	GRP	#Sup. with 0 Subordinates	#Sup. 1 – 3 Subordinates
		PE	5	3
		CS	45	6

**Compression:** roles and responsibilities between manager and employee positions are not distinct enough

EXAMPLES	Compression	GROUP	Sup. Grp & Lvl
		PE-06	EX-01
		FI-04	EX-01



## What are the timelines for Classification Renewal?

### Wave 1

- Internal Services: CS, PE, PG, FI, IS

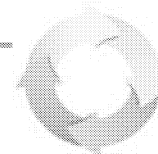
### Wave 2

- Program, Policy and Administrative Functions: CR, AS, PM, EC

### Wave 3

- Enforcement and Inspection Functions
- Trade
- Program Services

Implementation of 5 year cyclical review  
for all job descriptions across the Agency





# HOW TO DETERMINE GROUP ALLOCATION

## TREASURY BOARD – TABLE OF CONCORDANCE

- Based on the **occupational group definitions** including their inclusion and exclusion statements.

### Group Definition

Describes in general terms the type of work allocated to the occupational group

### Inclusion Statement

Provide examples of the types of work that are included in the occupational group.

### Exclusion Statement

Provide examples of the types of work that are excluded from the occupational group.



# What does PA mean?

The Program and Administrative Services Group (PA) comprises positions that are primarily involved in the **planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the public or to the public service.**

It includes positions in the following occupational groups: AS, CR, IS, PM

## Work included in the PA Group:

1. Supporting or administering programs or services where the latitude for discretion is defined by a framework of established precedents and guidelines;
2. Planning, developing, delivering or managing policies, programs or services.
3. Providing direct administrative assistance to an individual or individuals performing an executive role;
4. Delivering societal reintegration or social, physical or psychological rehabilitation through the application or intervention planning, risk assessment, and relapse prevention strategies and practices;
5. Applying a comprehensive knowledge of communications theories and principles to departmental communication policies, products or plans.

## Work Excluded from the PA Group:

1. Those whose primary purpose is included in the definition of any other group and **those positions at the Canada Border Services Agency that are primarily involved in the planning, development, delivery, or management of the inspection and control of people and goods entering Canada.**

## What it Means

- Access to Information and Privacy
- General program/policy
- Executive/Administrative support
- Emergency Management
- Business Continuity Planning
- Compensation
- Direct management roles for above functions



# What does FB mean?

The Border Services Group (FB) comprises positions in the Canada Border Services Agency that are primarily involved in the **planning, development, delivery or management** of the **inspection and control of people and goods entering Canada**. It includes positions that have as their **primary purpose**, responsibility for one of the following:

## Work included in the FB Group:

1. Determining admissibility of people or goods
2. Post-entry verification of people or goods
3. Arresting, detaining or removing people
4. Investigating illegal entry of people or goods;
5. Conducting Intelligence activities related to the monitoring, inspection or control of people or goods
6. Developing operational directives for above activities;
7. The leadership of above activities

## Work Excluded from the FB Group:

1. Supporting or administering programs or services
2. General program/policy work

## What it Means

- Ports of Entry all modes
- Hearings
- Inland Enforcement
- Removals
- Investigations
- Operational Intelligence and targeting
- Operations focused program/policy work
- Direct management roles for above functions



## Allocating work to the FB Group:

Positions must demonstrate that their *primary purpose* of work meets the group definition for FB.





# What does CS mean?

The Computer Systems Group (CS) comprises positions that are primarily involved in the application of computer systems knowledge to the planning, development, installation and maintenance of information technology processing systems to manage, administer or support federal government programs and activities.

## Work included in the CS Group:

1. Conduct of analyses and design and programming activities for the development, implementation and maintenance of administrative, scientific and technological information processing systems; and the customization and maintenance of generalized application software and system software packages;
2. The conduct and control of emergency repairs to application and system software;
3. The analysis and design of business systems and supporting infrastructures and the construction and maintenance of the related software;
4. The design, implementation, installation and servicing of databases and database software, the control of the integrity, security and modification of the databases and the provision of database recovery/backup facilities;
5. The development and conduct or determination of: the technical evaluation of information technology processing systems; technical specifications for the evaluation, testing, acquisition, installation and acceptance of information technology processing goods and services; and associated support services;
6. The provision of advice and consultation on information technology processing systems, facilities and applications including the evaluation of the technical security of these systems;
7. The conduct of planning and research into existing and future information technology processing systems capacity, capability, applications and requirements;
8. The development and delivery of training programs in the above activities; and
9. The leadership of any of the above activities.

## Work Excluded from the CS Group:

1. Support or provision of services that may involve application of information technology processing skills
2. Planning, design, construction and maintenance of physical equipment and systems where a comprehensive knowledge of engineering is the prime requirement
3. Operation, scheduling or controlling of the operations of electronic equipment used in the processing of data

## What it Means

- IT Help Desk
- IT Security
- Application Development
- Enterprise Architecture
- Direct management roles for above functions



# What does EC mean?

The Economics and Social Science Services Group (EC) comprises positions that are primarily involved in the conduct of surveys, studies and projects in the social sciences; (...); and the application of a comprehensive knowledge of economics, sociology or statistics to the conduct of economic, socio-economic and sociological research, studies, forecasts and surveys; the research, analysis and evaluation of the economic or sociological effects of departmental or interdepartmental projects, programs and policies; the development, application, analysis and evaluation of statistical and survey methods and systems; and the development, analysis and interpretation of qualitative and quantitative information and socio-economic policies and recommendations.

## Work included in the EC Group:

1. The conduct of surveys, studies, projects and tests requiring a practical knowledge of a specialized field such as economics, history, law or psychology and requiring the development of specialized techniques and procedures, or the development and use of related processing applications, or the interpretation of findings;
2. The editing of legislation or the conduct of studies in matters such as land conveyancing, expropriation, litigation and labour relations requiring a practical knowledge of the specific legal area to interpret findings or prepare submissions;
3. The application of a practical knowledge of a specialized field such as economics, history, law or psychology to the use and modification or adaptation of computer systems, utilities or software;
4. The application of a comprehensive knowledge of economics, sociology or statistics to economic, socio-economic or sociological studies, forecasts and surveys in a variety of subject areas in domestic and/or international settings;
5. The provision of advice in the fields of economics, sociology and statistics;
6. The leadership of any of the above activities

## Work Excluded from the EC Group:

1. Supporting or administering programs or services
2. Planning, developing, delivering or managing policies, programs or services

## What it Means

- Big "P" Policy
- Economic and socio-economic research and analysis
- Data analytics
- Direct management roles for above functions





# POLICY DEVELOPMENT

AS/PM	PE/FI/PG/ETC	FB	EC
<p>Policy writing geared toward <u>internal services</u> to the Public Service or towards the <u>public</u>.</p>	<p>Policy writing toward <u>their respective areas of expertise</u>.</p>	<p>Operational guidelines and policies for <u>Border Services</u>.</p>	<p>Policy development when it involves <u>social sciences at a macro level</u>. Synthesising <u>socio-economic data</u> that support the drafting of policies. <u>Analysing impacts of CBSA programs and policies on the Canadian public and economy</u>. Transforming <u>qualitative and quantitative information</u>, using <u>sociological or economic knowledge</u>, to support the decision-making process. Developing <u>socio-economic policies</u>.</p>



# Will Classification Renewal result in a change to my pay?

Should there be a change to the position's group or level, provisions of the respective collective agreement would apply, including salary protection at current substantive group and level

Changes to position classification is a lengthy process that requires a job validation review (onsite review)

Onus on the employer to make reasonable efforts to find the employee a position at an equivalent level





# Reclassification and Salary Protection

**Salary protection in cases of reclassification:** Employees continue to receive any salary revisions/increments, merit increases/award based on the provisions specified for their former group and level, provided that they are represented by the **same bargaining agent**.

Salary protection **ceases** when one of the following instances occurs:

1

## **Deployment:**

Employee deploys to a position where the maximum rate of pay is equivalent or higher than his/her salary protected group and level.

2

## **Beneficial Salary Change:**

The salary of the position's group and level is subject to a **salary review**, and the maximum rate of pay is at or above the maximum rate of pay of the employee's salary protected group and level.

3

## **Voluntary demotion:**

The employee **accepts an appointment or transfer** to another position for which the maximum rate of pay is lower.

4

## **Deployment Refusal:**

The **employee refuses without good and sufficient reason** an offer of transfer within the **same geographical region** to another position which is equivalent to his/her salary protected group and level.



## Outlook: What to expect?

### INPUT

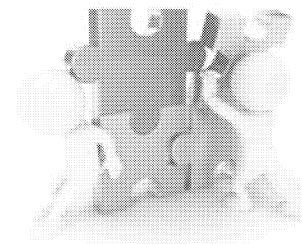
Managers and employees will be asked provide input/feedback on classification products

Employees can provide their questions to Classification which will be used in communication products

### PARTICIPATION

Employees may be asked participate in job evaluation reviews

Management participation on classification committees is encouraged and necessary



### CHANGES

Most employees will have a standardized job description

Some positions could be reclassified

There could organizational changes



## USEFUL LINKS

- Organization and Classification on Atlas

- Group Allocation

<https://www.canada.ca/en/treasury-board-secretariat/services/collective-agreements/occupational-groups.html>

- Updates: <http://gazette.gc.ca/rp-pr/p1/2019/2019-03-09/html/notice-avis-eng.html>

- Collective Agreements

<http://www.tbs-sct.gc.ca/agreements-conventions/index-eng.aspx>

- Salary Protection

<http://www.tbs-sct.gc.ca/agreements-conventions/view-visualiser-eng.aspx?id=15#toc997229973> (PA)

<http://www.tbs-sct.gc.ca/agreements-conventions/view-visualiser-eng.aspx?id=10#toc14693214694> (FB)

<http://www.tbs-sct.gc.ca/agreements-conventions/view-visualiser-eng.aspx?id=4#tocxx27134> (EC)



# QUESTIONS?



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# Classification Renewal

## Overview

Human Resources Branch

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# What is Classification Renewal?

Classification Renewal will be used to review every major function within the Agency to develop and update standardized organizational models and standardized (generic) job descriptions

The goal of Classification Renewal is to ensure that managers and employees have access to user-friendly and intuitive products and processes that will help them in delivering their business and manage their careers.

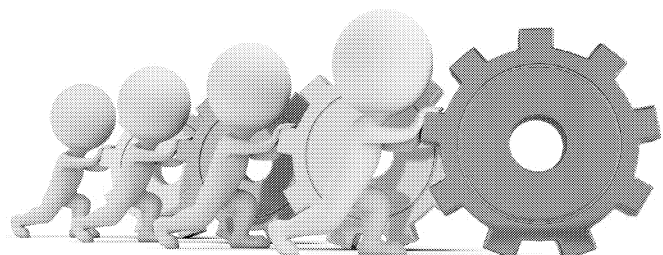
Classification Renewal entails a review of:

- Group allocation
- Compression
- Span of Control



Classification Renewal is a multi-year project, extending until FY 2020-2021





## Drivers for Change

### Listening to Employees

The expanding use of GWDs across the Public Service stems from **Blueprint 2020** and **Destination 2020**.

### Sound Management

By **doing classification right**, we can ensure that employees are being appropriately compensated for the work they are assigned, and that organizational structures are optimized to deliver results.

### Government Direction

*"Departments and agencies will be encouraged to implement generic job descriptions that are short, clear and accurate." - Destination 2020*

### Classification Integrity

Alignment with classification standards and org design best practices.

100% of positions within CBSA with a current and accurate job descriptions (less than 5 years old)

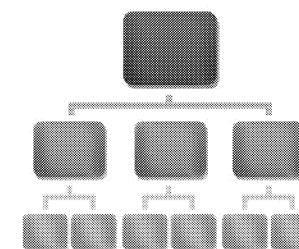
The **Policy on Classification** stipulates the requirement to use standardized (generic) job descriptions, with unique job descriptions being used in exceptional basis only (eff. July 01, 2015)



## Expected Benefits

**Agency-wide review of work descriptions and organizational models to ensure:**

- ✓ Greater clarity across jobs
- ✓ Reduced overlap
- ✓ Enhanced mobility and clear career development paths
- ✓ Improved data integrity
- ✓ Consistent organizational models and job parameters



**Long term outcomes:**

- ✓ Employees are compensated according to the work they do
- ✓ Organizational structures are maximised to attain results



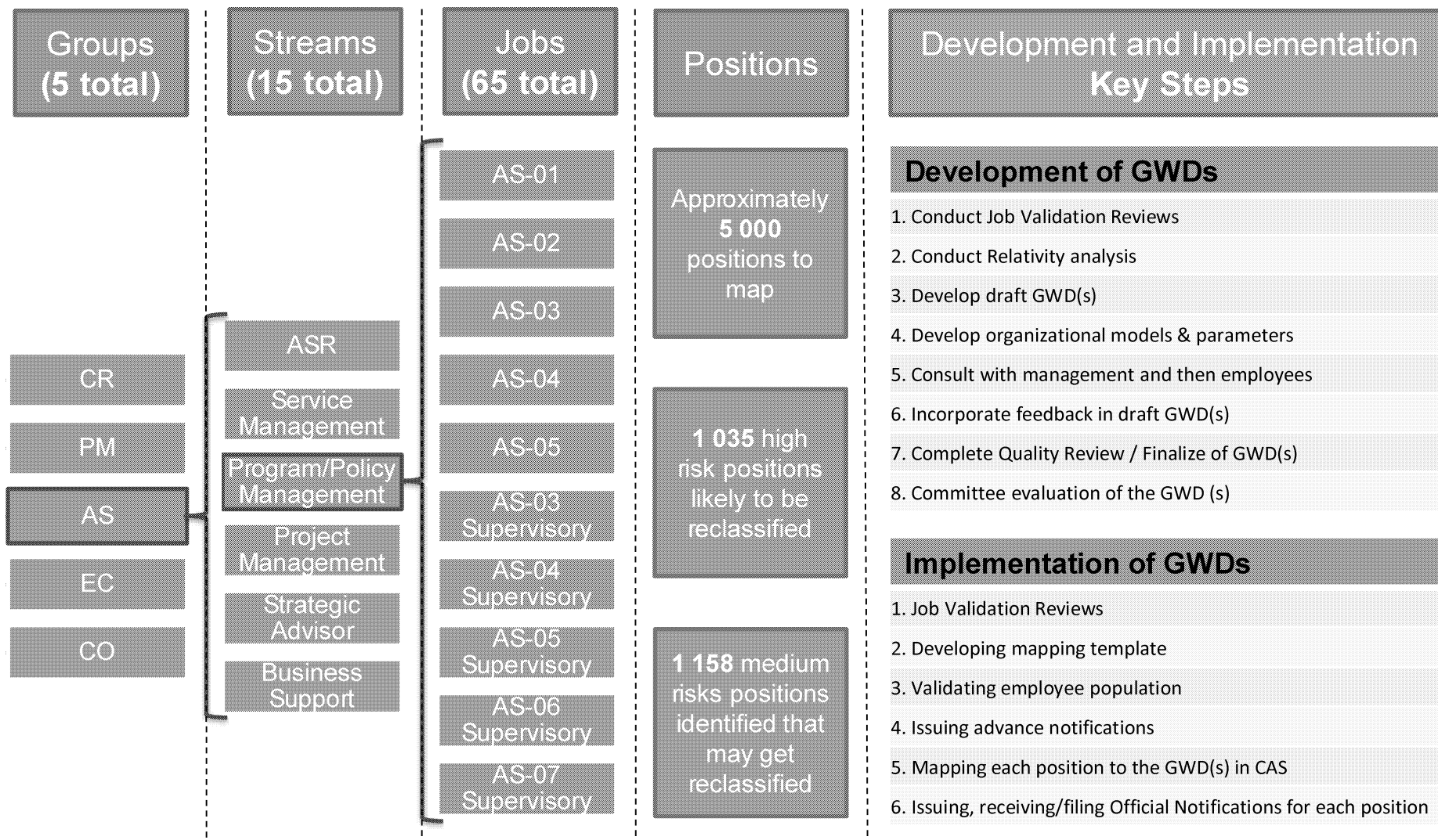
Existing jobs will be replaced by updated generic job descriptions which can be applied to a number of positions.

Through the GWD review process, employees can be confident that they are being appropriately compensated for work assigned.





## Scope of Work: Wave 2

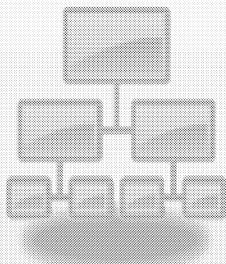




# Implementation

## Organizational Models

Establishes standard models with parameters by function



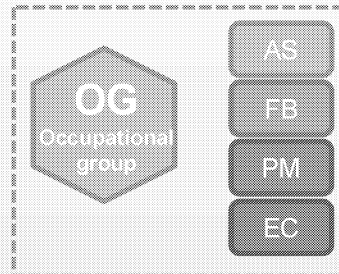
## Standardized Job Descriptions

Describes core duties/work



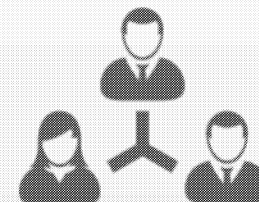
## Job Evaluation

Determines occupational group and level



## Implementation

Onsite reviews  
Job mapping  
employee notification



**Job Mapping:** The process where managers identify the appropriate generic work description to apply to a position(s) within their organization.



## Developing Job Descriptions

Group	% of Population	Current # of jobs	Target # of jobs
FB	70.70%	48	TBC
CR	9.50%	140	10
AS	6.40%	244	26
CS	5.30%	63	36
PE	2.10%	59	17
EC	1.20%	25	20
FI	1.10%	30	4
PM	0.80%	22	26
IS	0.60%	20	6
CO	0.33%	6	6
PG	0.30%	11	8
Total	98.3%	668	

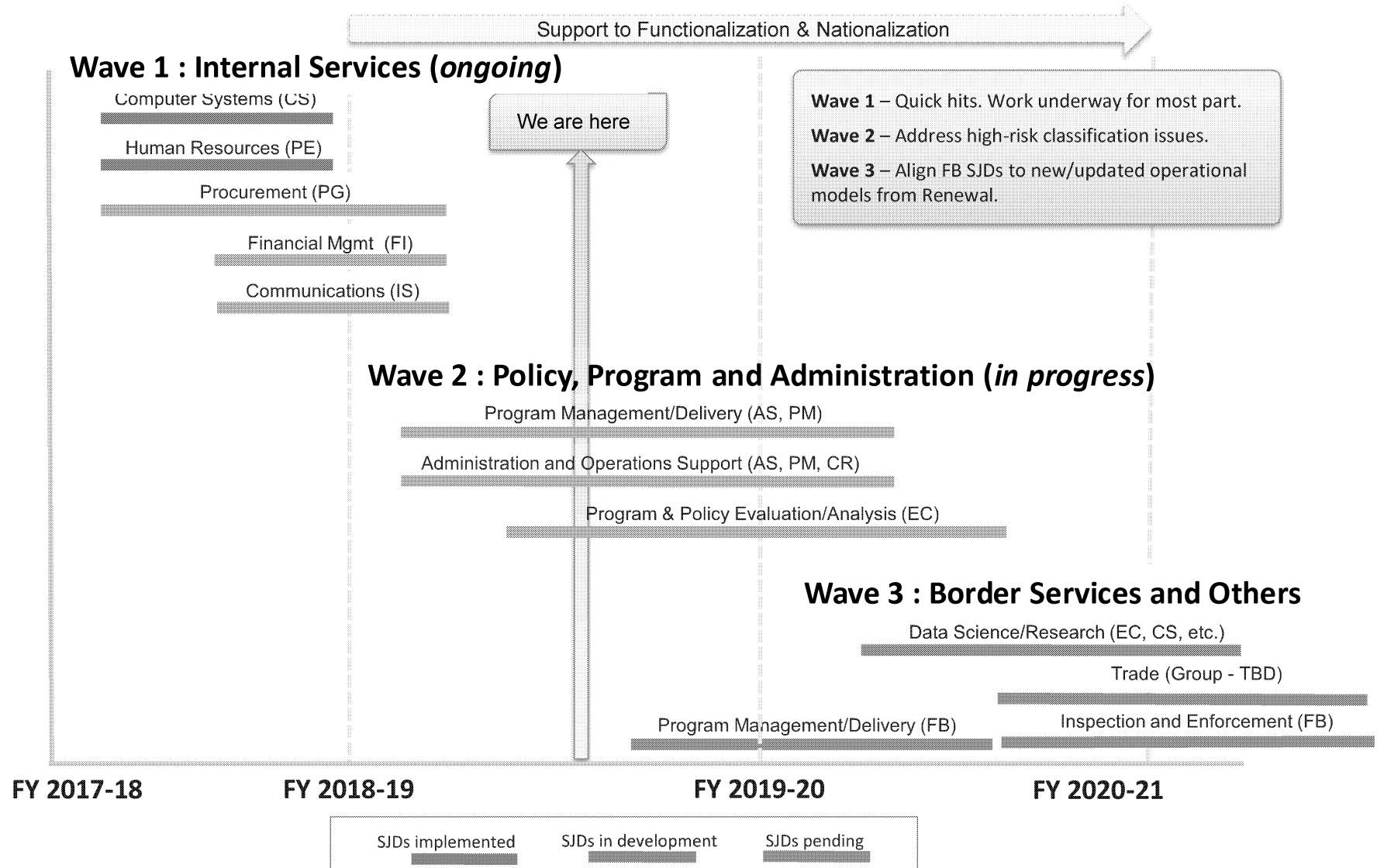


### Job Description

Accurately reflect  
responsibilities, skills, and  
competencies required



# Timelines







# Progress to date

What we are doing is making a difference

## Vacancy Management

- Eliminated 700+ positions since Jan 2018 (vacant 2 years +)
- Target to get to 10 to 15% (TBS Directive)
- Leverage future Branch Staffing Plans, for example:

Current FTE = 0  
Planned FTE = 0  
= Delimit

## Standardized Job Descriptions

- Eliminated 23 obsolete jobs
- Implemented **CS** (93%) and **PE** (87%) community generics
- Suites for **AS**, **CR**, **EC**, **FI**, **IS**, **PG** and **PM** developed or being implemented
- Streams of work identified and JDs progressing

## Organizational Models

- Future state models for ISTB developed (CS) or being developed (portfolios)
- ASR model for direct admin support in place
- Leveraging existing models and parameters, where possible



## Progress to date (Continued)

- Restructured to respond to labour shortages
- Conducted Agency-wide consultations
- Developed logic model
- Implemented P930 requirement for signing on classification action
- Implemented classification monitoring tools
- Implemented risk-based classification model
- Issued communications & management toolkit





# Formal Consultations

## Executive Committee

- **September 2016** – Project Approval
- **June 2017** – Update
- **July 2017** – Implementation Plan & Containment Measures
- **February 2018** – Review of Containment Measures & Request for Resources
- **March 2018** – FIMC – Request for additional funding

## Other consultations

- **April 2017** – Executive Workshop on Classification Renewal
- **Summer 2017** – All BMTs and DMTs briefed
- **January & June 2018** – LMEX (PSAC & CIU) briefing
- **March 2018** – Classification Renewal implementation targets included in Executive PMAs for 2018-2019
- **June & October 2018** – DG Advisory Committee for Classification Renewal
- **December 2018** – HRX

## Ongoing/Upcoming consultations

- **December 2018** – 2<sup>nd</sup> meeting - Executive Workshop & One HR
- **January 2019** – ECHR
- **Ad hoc** – Consultation with Managers, Employees and unions: Content of standardized job descriptions:
  - CR Program & Operational Support – October/November 2018
  - CR Business Support – October/November 2018
  - EC Evaluation – October/November 2018
  - FI, PG & IS – October/November 2018



# Communications Strategy

- **Employee Engagement**
  - Message from VP-HRB to all staff
  - Consulting as a part of the organization design and job description development phases to ensure accurate understanding of the work and workflow
  - Meeting with employees (e.g. town halls, divisional meetings).
- **Management Awareness**
  - Increased management understanding of Classification through mandatory online training on Organization and Classification (P930)
  - All BMTs and DMTs briefed
  - Message from VP-HRB to all managers, and informing them of available resources and tools to support employees
  - Management has been informed of available resources and tools to support employees

## Union Engagement

- ☒ PSAC and CIU
  - Products developed will be shared with the union prior to dissemination to their membership
- ☒ Other unions



## Update: 1<sup>st</sup> Executive Workshop

### Border Services Instructors

- A directed decision by the President will be formalized to include the BSO training and associated management activities in the FB group

### Counter Proliferation

- A directed decision by the President will be formalized to broaden the understanding of the FB group definition to include goods and people exiting Canada

### International Capacity Building

- There has been no request to create positions in this unit since last workshop. Our understanding is that it was a temporary initiative and there are no more positions in the unit
- In line with the discussion that took place at the first workshop, the work is not FB

### Emergency Management

- In line with the discussion that took place at the first workshop, the work is not FB
- As a result of external relativity, we determined that the accurate group allocation is AS

### Trade

- It had been determined that further information was required.
- EC approved the Trade review to move forward. Work has been outgoing since.



## Trade Review: Update

- ✓ 60 Job validation reviews with employees in the Regions and in HQ
- ✓ 28 Meetings with managers and directors in the Regions and in HQ
- ✓ Preliminary determination of FB lines of work
- ✓ Preliminary determination of group allocation for non FB work
- ✓ Presented our preliminary findings to the Director General of the Trade and Anti-Dumping Program



# APPENDICES

- Highlights and Recommendations from previous Executive Workshop
- Classification Movement Trend
- Salary Protection Primer
- Containment Measures Summary



## A. Border Services Instructors

### BSO TRAINING Total Positions

FB-04, Border Services Instructor	118	156
FB-05, Sup, Training & Delivery	19	17
FB-06, Mgr, Marine COE	1	
FB-06 Sr. Program Advisor	2	4
FB-07 Mgr, Training & Learning	5	6
FB-08 Mgr, National HQ	2	
Total	147	183

■ Filled ■ Vacant

**Note:** Frontline FB-03 BSOs are brought into Rigaud to deliver training instruction at the FB-04 level, on an acting basis. The vacancy rate reduces when full training sessions are in play.

#### Overview:

- Delivers hands-on and in-class training to frontline Border Services Officers/Recruits
- Positions are currently situated within HRB, Training Design and Development Directorate (330 positions, at Rigaud and Campus locations)

#### Analysis and Considerations:

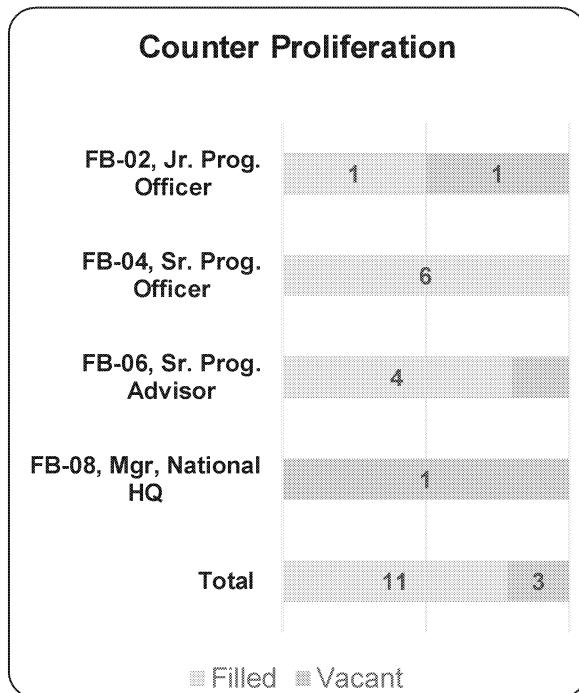
- Within a law-enforcement context, frontline training and instruction is typically provided by experienced frontline officers (e.g. RCMP, CSC, CBP etc.)
- Continuity of the training from the frontline is critical in ensuring currency of knowledge transfer
- This work was always intended to be included in the FB standard, despite not having its own inclusion statement
- Training subjects directly link to inclusions 1 – 5
- The work described does not meet one of the FB inclusion statements, nor does it fully meet the inclusion statements of any other occupational group
- The FB group inclusions is not meant to be an exhaustive list, and can include other work that meets the intent of the overall FB group definition

#### Recommendation:

- For greater certainty, use a Deputy Head Directed Decision process to **include** the BSO training and associated management activities in the FB Group
- Level of Classification Risk: Low



## B. Counter Proliferation



**Note:** Counter Proliferation work also takes place within the Regions, and is the responsibility of Regional Intelligence Officers (FB-04s) who are assigned the Export Control Portfolio. This data could not be segregated based on the available information sources.

### Overview:

- The CBSA is a key player in Canada's efforts on counter proliferation of activities to prevent the unauthorized export of strategic goods and technology to individuals, organizations and countries of concern for weapons proliferation.
- While there is a dedicated unit in HQ that coordinates counter proliferation efforts for the Agency, a number of positions within the regions perform counter proliferation activities within the Intelligence function.

### Analysis and Considerations

- Employees in the counter proliferation function are essentially performing an intelligence activity (inclusion #5), and are comparable to Intelligence Officers who monitor/intercept the illegal entry of people or goods into Canada.
- The feeder group for this role is typically college-trained BSOs who specialize in export provisions, or have a background in intelligence from other Agencies
- The FB Group specifically refers to the "...management of the inspection and control of people or goods **entering** Canada."
- Classifying this work in a different Group would result in significant management workforce management challenges

### Recommendation:

- It is recommended that a directive be developed to provide clarity on the inclusion of operational counter proliferation activities in inclusion #5
- For greater certainty, a formal approval should be obtained from the Deputy Head to broaden the understanding of the FB group definition to include goods and people exiting Canada.
- Level of Classification Risk: Low





## C. International Capacity Building

International Capacity Building		
Total Positions		
FB-04, Officer, I&P	2	1
FB-06, Sr. Prog. Advisor, I&P	2	1
FB-08, Manager I&P	1	1
<b>Total</b>	<b>5</b>	<b>3</b>
■ Filled ■ Vacant		

**Note:** The Capacity Building team coordinates training activities for other governments of interests as required (e.g. Detector Dog Training). In these cases, BSOs or Instructors are put on temporary assignment.

### Overview:

- The Capacity Building team is responsible for conducting activities which strengthens the knowledge, abilities, and border management skills of selected countries to help them develop sustainable institutions, structures and process.
- Examples of activities include: equipping other border management organizations with human resources development knowledge tools; supporting the development/elaboration of management structures; assisting in establishment of legal and or regulatory changes
- The Capacity Building team members may provide this expertise, or coordinate other Agency resources in the delivery of training

### Analysis and Considerations:

- The Capacity Building functions do not directly link to one of the FB Group inclusions
- Is there an argument to be made for the linkages between Capacity Building and 'pushing the borders out', thereby aiding the management of flow of people and goods into Canada
- Legacy issues: The work within this group (International and Partnerships) was initially excluded during the FB conversion in 2007, however given the broad use of the FB group, the work was deemed to be 'in', and therefore classified as FB
- Management is concerned about recruitment challenges with respect to ability to attract appropriate level of subject matter expertise
- Inclusion of this work into the FB group would result in relatively challenges with other positions that perform similar program management/coordination responsibilities

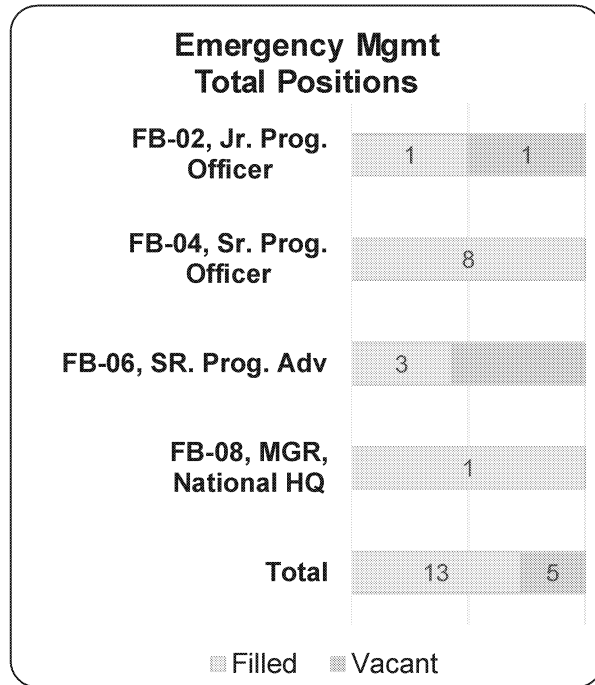
### Recommendation:

- Do not include in the FB group; classify according to the work required
- Use assignments in order to obtain the necessary subject matter expertise





## D. Emergency Management



### Overview:

- The emergency management function rests within the National Border Operations Centre, and serves to enable the CBSA in effectively preparing for, responding to and managing unforeseen, serious and prolonged disruptions to mandated CBSA operations due to an emergency, incident and/or threat.
- The work activities include: leading the Operational Exercise Program and improvement action plan process; leading the development of the Agency's Vigilance Protocol; leading Agency operational and consequence management planning due to unforeseen events impacting the CBSA, and coordinating Operations Branch/POE business continuity and critical incident management plans (nationally).

### Analysis and Considerations:

- The work within this section requires an in-depth understanding of border management operations and practices, including all agency stakeholders that would be required during an emergency situation (e.g. HR, Finance, IT etc.)
- Government-wide relativity indicates that this work is classified within the PA group
- Management has indicated that this work is linked to inclusion 6 (provision of operational directives), as the team provides operational guidance to the frontline during emergency and/or ad hoc situations for which existing operational directives do not presently exist
- Inclusion of this group into the FB group does not align well to the intent of the FB standard, and would cause relativity issues (e.g. Positions in ISTB provide guidance on use of equipment at POEs, however, have been established as not being in the FB group).

### Recommendation:

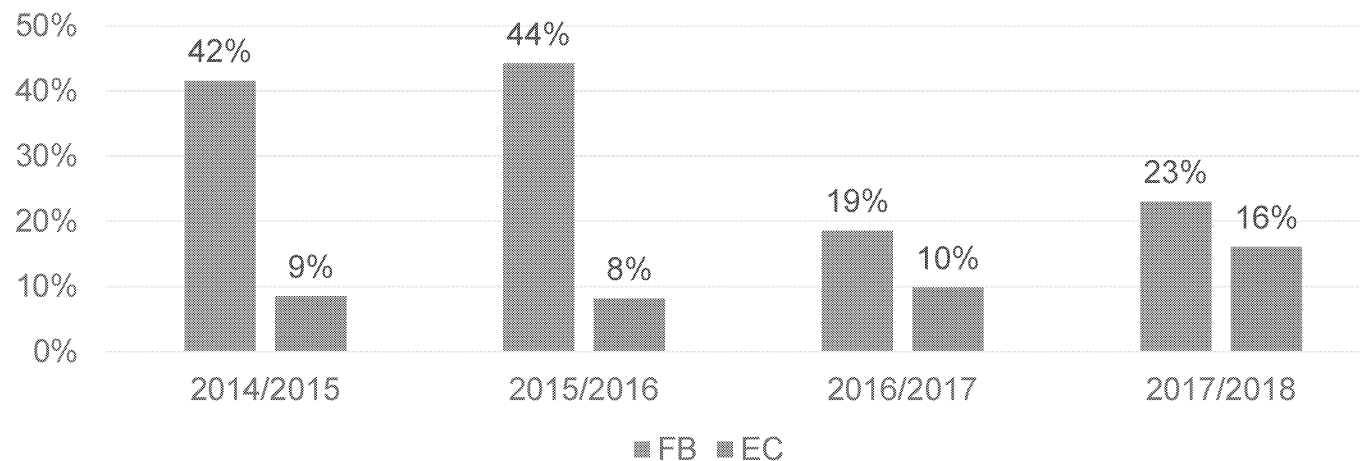
- Do not include in the FB group; classify work in consideration of government relativity
- Level of Classification Risk: High



## Current trends

- 2017 containment measures - new positions created at the correct group and level
- Requests to create new FB positions declining
- Requests to create new EC positions increasing

Position Creation requests for FB and EC positions





## Position reclassification and Salary Protection

**Salary protection in cases of reclassification:** Employees continue to receive any salary revisions/increments, merit increases/award based on the provisions specified for their former group and level.

Salary protection ceases when one of the following instances occurs:

1

**Deployment:**

An employee has been **selected** or **deployed** to a position with a maximum rate of pay that is at or above the maximum rate of pay of his/her previous group and level.

2

**Beneficial Salary Change:**

The salary of the employee's new group and level is **subject to a salary review** which the maximum rate of pay is at or above the maximum rate of pay of the previous group and level

3

**Voluntary demotion:**

The employee **accepts an appointment** or transfer to another position for which the maximum rate of pay is lower

4

**Deployment Refusal:**

The **employee refuses without good and sufficient reason** an offer of transfer within the **same geographical region** to another position which is equivalent to your current group and level.



## Salary Protection (Continued)

Salary-protected employees identified as priorities using CBSA's Internal Placement Process;

HR to support management in identifying necessary services/information for employees, such as résumé preparation, job search and interview techniques, etc.;

Management to provide employees with time to seek assistance (training, priority information, EAP, etc.), market themselves, attend interviews, and to encourage them to consider all potential opportunities;

HR to review Branch Staffing Plans and all new staffing requests against priority lists and make priority referrals accordingly;

HR would have authority to hold back staffing actions (including deployments) until such time as management has assessed and demonstrated that none of the priority referrals meet management's requirements.

Offer of deployment to salary-protected employees:

- Deployment accepted: **vacated position can now be staffed at appropriate group and level;**
- Deployment refused without good and sufficient reason: **employee loses salary-protection.**

Savings

Savings



## Containment Measures – Effective February 2018

Delete **vacant** positions (high risk classification, or no staffing need)

Create all **new** positions at the **right** groups and levels

When staffing **at-risk** positions, the letter of offer **must** contain the below paragraph

*“Please note that the classification of this position is currently or will shortly be subject to review as part of the Classification Renewal Initiative. In the event that this review would result in a change to the classification of your position to a group and/or level having a lower attainable maximum rate of pay, the relevant salary protection provisions of your collective agreement and/or the Treasury Board Directive on Terms and Conditions of Employment, will apply.”*



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# Classification Renewal

## Status Update

HR Executive Committee  
February 8, 2018

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## **Purpose**

- 1. Update on the implementation of Classification Renewal since last presentation on July 20, 2017**
- 2. Update on application of containment measures**
- 3. Seek direction from EC on related issues and challenges**





## Overview

- All Branch Management Teams (BMT) briefed
- Analysis of functions taking place, at the position level, looking beyond group allocation to examine issues related:
  - Level
  - Span of control
  - Compression
- Standardized Job Descriptions (SJD) are being developed/implemented
- Containment measures being enforced since November 2017
- Communications plan being reviewed to align with Renewal





# Approved Implementation Sequence

## Wave 1 : Internal Services (*ongoing*)

Computer Systems (CS)

Human Resources (PE)

Procurement (PG)

Financial Mgmt (FI)

Communications (IS)

**Wave 1** – Quick hits. Work underway for most part. Low effort and full control of outcomes.

**Wave 2** – Biggest bang for the buck. Address high-risk classification issues.

**Wave 3** – Align FB SJDs to new/updated operational models from Renewal.

## Wave 2 : Policy, Program and Administration (*in preparation*)

Program Management/Delivery (AS, PM)

Administration and Operations Support (AS, PM, CR)

Program & Policy Evaluation/Analysis (EC)

## Wave 3 : Border Services and Others

Data Science/Research (EC, CS, etc.)

Trade (Group - TBD)

Program Management/Delivery (FB)

Inspection and Enforcement (FB)

FY 2017-18

FY 2018-19

FY 2019-20

FY 2020-21

SJDs being implemented

SJDs in development

SJDs pending

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# Wave 1: Internal Services



## HR

**PE** SJDs implemented  
**85%**

**60** – Group allocation issues being addressed

**0** – Span of Control issues

**16** – Compression cases

**41** – Other issues

Job Validation Reviews taking place



## Financial Management

**PG** SJDs for levels 01 to 03 finalized for HQ and being implemented. Levels 04 to 06 drafted and under review.

**No** group allocation issues

**FI** SJDs for levels 01 to 03 drafted.

**No** group allocation issues



## Communications

**IS** SJDs drafted and awaiting management approval

**0** - Group allocation issues

**0** – Span of Control issues

**1** – Compression case



## Information Technology

Positions mapped to **CS** SJDs

**958** – Total # CS positions across CBSA

**866** – mapped to the CS Generics (90%)

**92** – unmapped (10%)

New models developed for ISTB - reflective of administrative and program functions (**AS & PM**)

Introducing Psychologist (PS) group in HRB - TDD

Leveraging existing models & parameters, developing new models



# Update on Containment Measures

## Measure

1. Delete **vacant** positions (high risk classification, or no staffing need)

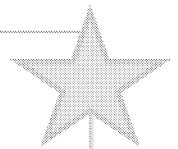
## Update

<b>Total # of vacant positions* :</b>	<b>4631 (24% of total positions*)</b>
• # of positions vacant 2+ years:	880 (5%)
• # of positions eliminated Jan. 5 <sup>th</sup> :	289 (2%)

\*Does not include EX positions

## Recommendation

Allow HRB to delimit all positions vacant for more than one year, unless management can document that staffing actions have been or will be initiated (including seeking ECLA approval)





## Update on Containment Measures (cont'd)

### Measure

2. Create all new positions at the **right** groups and levels
- 3 Use **temporary** staffing measures to meet immediate operational demands

### Update

Positions deemed high risk (i.e. group allocation, level, span of control or compression issues) identified through ongoing ECLA staffing submissions

- # of positions flagged by HRB for classification review since **December 2017**:

	Vacant positions	New positions	Total
	<b>110</b>	<b>59</b>	<b>169</b>
<b>Estimated avoided salary protection up to:</b>	<b>\$1.1M</b>	<b>\$590K</b>	<b>\$1.69M</b>

Maintenance of containment measures will avoid new salary protection liabilities for duration of initiative

### Challenges

#### For Managers

- Create difficulties for attracting and retaining talent (especially within the Agency)
- Concern that current pools may no longer be applicable due to changes in group and/or level
- Difficulty in finding temporary staff (assignment, acting) to meet operational needs

#### For HRP / Project

- ECLA approvals generating “one-off” classification reviews to create new positions at right group and level
- Slowing down development of standard org models and job descriptions for subsequent waves
- Shortage of accredited classification officers in HR community



# Mitigation Options

## Option A: Increase Flexibility

- Allow indeterminate staffing of **existing** vacant positions flagged for Classification Review

### Considerations:

- Flexibility to cease once review of function has begun
- Letter of offer to state that classification of position is under review
- Annual cost avoidance deferred to a later date

## Option B: Increase Resources

- Take request to FIMC for additional funds to balance the requirements of project deliverables and on-off reviews triggered by containment measures.

### Considerations:

- Containment measures to continue to apply
- Faster turnaround on creation of new positions
- Cost estimated at \$845K (over 24 months)

## Option C: Increase Awareness and Buy-In

- Create DG Advisory Board (DGs to act as Branch champions)
- Include Classification Renewal's implementation targets in PMAs
- Organize information sessions for managers community
- Intensify communications (VP message coming out soon)





## Other Emerging Issues

### Statutory Freeze Imposed by FB Collective Bargaining

- No encumbered FB positions reclassified during collective bargaining (limited impact on Wave 1)
- Bargaining Agent formally notified through LMEX in preparation for next round

### Risk and Performance Management

- Risk and performance measurement activities (RPM) excluded from EC group (March 2016 TBS Interpretation bulletin); Revised in Oct. 2017 – no changes
- TBS Policy Centre for performance measurement to identify for OCHRO how and where ECs might fit within RPM function. No timelines established
- Classification to engage TBS to explore flexibilities for continuing use of EC for RPM in the meantime

### Trade Function

- Still under review, working with management to clarify roles and establish path forward
- Recommendation to come to HREC in June 2018

### Data Analytics

- Slated for review in 2019/20 (Wave 3)
- Emerging field, more analysis needed at the Agency and across the Public Service
- Management partnering with HR to develop interim job descriptions and resourcing strategies





## ANNEX A – Vacancy Management

CBSA BRANCH DATA	Positions Data Source: CAS, as of January 24, 2018				
	Total All Positions	Total All Vacant Positions	Vacancy Rate - All Vacant Positions	Positions Vacant > 1 Year	Vacancy Rate - Following Delimits > 1 Year
Legal Services	14	4	29%	3	21%
Programs Branch	1,119	335	30%	159	14%
IS&T Branch	1,904	724	38%	389	20%
Comptrollership Branch	611	226	37%	102	17%
Corporate Affairs Branch	486	171	35%	84	17%
Internal Audit	66	21	32%	10	15%
Human Resources Branch	1,088	450	41%*	183	17%
Operations Branch (HQ)	1,222	384	31%	124	10%
Operations Branch (Regions)	13,449	2,684	20%	932	7%
<b>Total</b>	<b>19,959</b>	<b>4,999</b>	<b>25%</b>	<b>1,986</b>	<b>10%</b>

### NOTES:

1. The data has not been run through the auto-delimit test yet
  2. Some of these vacant positions may be ECLA approved (in principle)
  3. Some of these vacant positions could have an outstanding staffing or pay action
- \* Higher vacancy rates in some areas have a legitimate business explanation (e.g., Border Service Instructors at Rigaud)

Branch	Cost Center	Directorate	Division	Org Unit	Destination Grp	Model A	Model B	Model C	Armed	Uniformed	F	V	T
ISTB	191140020	TRAVELLERS	Program Business system Integration - Traveller	PORT OF ENTRY TRAVELLER SYSTEMS	CS	●	●	●	●	●	13	2	15
ISTB	191140030	TRAVELLERS	Program Business system Integration - Traveller	Trusted Travellers Systems	CS	●	●	●	●	●	14	3	17
ISTB	191140040	TRAVELLERS	Program Business system Integration - Traveller	Immigration Systems	CS	●	●	●	●	●	9	7	16
ISTB	191140050	TRAVELLERS	Program Business system Integration - Traveller	System Access Management	CS	●	●	●	●	●	11	2	13
ISTB	193020000	DG SCIENCE & ENGINEERING	BORDER TECHNOLOGY	DIRECTOR, BORDER TECHNOLOGY	CS	●	●	●	●	●	8	3	11
ISTB	199030030	CARM	DESIGN & MODERNIZATION	DESIGN & DEVELOPMENT 1	CS	●	●	●	●	●	2	2	4
ISTB	199030040	CARM	DESIGN & MODERNIZATION	DESIGN & DEVELOPMENT 2	CS	●	●	●	●	●	4	1	5
CAB	272010030	CORPORATE SECRETARIAT	EXECUTIVE DIRECTOR PARLIAMENTARY AFFAIRS AND GOVERNANCE	REGULATORY AFFAIRS	EC	●	●	●	●	●	0	1	1
PRG	181320010	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM PERFORMANCE & REPORTING	CORPORATE REPORTING, AUDIT / EVALUATION GOUV	EC	●	●	●	●	●	8	3	11
PRG	189230010	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIR TRADE POLICY	TARIFF POLICY UNIT	EC	●	●	●	●	●	10	2	12
CAB	275050040	RECOURSE	DIR. ENFORCEMENT APPEALS & LITIGATION	ENFORCEMENT LITIGATION	FB	●	●	●	●	●	10	2	12
CAB	275060010	RECOURSE	DIR. TRADE APPEALS & LITIGATION	TRADE APPEALS - MONTREAL	FB	●	●	●	●	●	8	2	10
CAB	275060020	RECOURSE	DIR. TRADE APPEALS & LITIGATION	TRADE APPEALS - TORONTO	FB	●	●	●	●	●	12	3	15
CAB	275060030	RECOURSE	DIR. TRADE APPEALS & LITIGATION	TRADE APPEALS - HAMILTON	FB	●	●	●	●	●	10	2	12
CAB	275060040	RECOURSE	DIR. TRADE APPEALS & LITIGATION	TRADE LITIGATION	FB	●	●	●	●	●	9	3	12
CAB	275050010	RECOURSE	DIR. ENFORCEMENT APPEALS & LITIGATION	ENFORCEMENT APPEALS UNIT A	FB	●	●	●	●	●	13	1	14
CAB	275050020	RECOURSE	DIR. ENFORCEMENT APPEALS & LITIGATION	ENFORCEMENT APPEALS UNIT B	FB	●	●	●	●	●	14	2	16
OPS HQ	331030020	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL OPERATIONS	AMERICAS & EUROPE	FB	●	●	●	●	●	8	4	12
OPS HQ	331030030	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL OPERATIONS	AFRICA MIDDLE-EAST & ASIA	FB	●	●	●	●	●	11	2	13
OPS HQ	331050010	DG INTERNATIONAL REGION	NATIONAL SECURITY SCREENING DIVISION	NATIONAL SECURITY SCREENING MIDDLE EAST	FB	●	●	●	●	●	30	5	35
OPS HQ	331050020	DG INTERNATIONAL REGION	NATIONAL SECURITY SCREENING DIVISION	NATIONAL SECURITY SCREENING ASIA-OCEANIA	FB	●	●	●	●	●	25	7	32
OPS HQ	331050040	DG INTERNATIONAL REGION	NATIONAL SECURITY SCREENING DIVISION	NATIONAL SECURITY SCREENING EUR-AFR-AM	FB	●	●	●	●	●	26	8	34
OPS HQ	332010020	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INTELLIGENCE OPERATIONS & ANALYSIS	MIGRATION INTELLIGENCE SECTION	FB	●	●	●	●	●	17	3	20
OPS HQ	332010030	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INTELLIGENCE OPERATIONS & ANALYSIS	CONTRABAND AND INTELLIGENCE	FB	●	●	●	●	●	22	1	23
OPS HQ	332010050	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INTELLIGENCE OPERATIONS & ANALYSIS	SECURITY INTELLIGENCE	FB	●	●	●	●	●	14	2	16
OPS HQ	332050010	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INLAND ENFORCEMENT OPS. & CAS MANAGEMENT DIRECTOR OFFICE	CASE REVIEW	FB	●	●	●	●	●	12	3	15
OPS HQ	332050020	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INLAND ENFORCEMENT OPS. & CAS MANAGEMENT DIRECTOR OFFICE	LITIGATION MANAGEMENT	FB	●	●	●	●	●	12	3	15
OPS HQ	332050030	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INLAND ENFORCEMENT OPS. & CAS MANAGEMENT DIRECTOR OFFICE	NATIONAL SECURITY CASES	FB	●	●	●	●	●	8	4	12
OPS HQ	332050040	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INLAND ENFORCEMENT OPS. & CAS MANAGEMENT DIRECTOR OFFICE	REMOVAL OPERATIONS	FB	●	●	●	●	●	9	1	10
OPS HQ	332050050	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INLAND ENFORCEMENT OPS. & CAS MANAGEMENT DIRECTOR OFFICE	INLAND ENFORCEMENT OPERATIONS	FB	●	●	●	●	●	8	4	12
OPS HQ	332050060	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INLAND ENFORCEMENT OPS. & CAS MANAGEMENT DIRECTOR OFFICE	DANGER ASSESSMENTS	FB	●	●	●	●	●	9	7	16
OPS HQ	333020010	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL TARGETING CENTER	TARGETING OPS - MARINE - RAIL - VESSEL	FB	●	●	●	●	●	66	43	109
OPS HQ	333020020	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL TARGETING CENTER	TARGETING OPERATIONS - PEOPLE	FB	●	●	●	●	●	85	33	118
OPS HQ	333020030	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL TARGETING CENTER	TARGETING OPERATIONS - INTELLIGENCE	FB	●	●	●	●	●	18	15	33
OPS HQ	333020040	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL TARGETING CENTER	TARGETING OPS - AIR CARGO - POSTAL	FB	●	●	●	●	●	41	20	61
OPS HQ	334010060	DG BORDER OPERATIONS (2011)	TRAVELLER OPERATIONS	TRAVELLER PROCESSING UNIT	FB	●	●	●	●	●	10	0	10
OPS HQ	334020060	DG BORDER OPERATIONS (2011)	DIRECTOR COMMERCIAL AND TRADE OPERATIONS	COMMERCIAL OPERATIONS UNIT	FB	●	●	●	●	●	12	3	15
CAB	272020060	CORPORATE SECRETARIAT	A.T.I.P.	INFORMATION SHARING & COLL. ARRANGEMENT POLICY UNIT	PA	●	●	●	●	●	10	2	12
CAB	272030000	CORPORATE SECRETARIAT	EXECUTIVE GOVERNANCE & DOMESTIC PARTNERSHIPS	EXECUTIVE GOVERNANCE & DOMESTIC PARTNERSHIPS DIVISION	PA	●	●	●	●	●	1	0	1
CAB	275040010	RECOURSE	DIRECTOR RECOURSE PROGRAM MANAGEMENT	MONITORING SYSTEMS AND COORD.	PA	●	●	●	●	●	6	5	11

CAB	276010000	CORPORATE GOVERNANCE AND ACCOUNTABILITY	DIRECTOR CORPORATE PLANNING & REPORTING	CORPORATE REPORT & PERFORMANCE MEASUREMENT DIVISION	PA	●	●	●	●	●	1	0	1
CAB	276020000	CORPORATE GOVERNANCE AND ACCOUNTABILITY	DIR ENTERPRISE RISK MANAGEMENT	CORPORATE PLANNING & RISK MANAGEMENT DIVISION	PA	●	●	●	●	●	0	1	1
CAB	272030030	CORPORATE SECRETARIAT	EXECUTIVE GOVERNANCE & DOMESTIC PARTNERSHIPS	MANAGER CORRESPONDING BRIEF. & INVIT. UNIT	PA	●	●	●	●	●	1	0	1
CAB	272030040	CORPORATE SECRETARIAT	EXECUTIVE GOVERNANCE & DOMESTIC PARTNERSHIPS	DOMESTIC PARTNERSHIPS	PA	●	●	●	●	●	4	3	7
CAB	273040000	COMMUNICATIONS	EXECUTIVE DIRECTOR COMMUNICATIONS	EXECUTIVE DIRECTOR COMMUNICATIONS	PA	●	●	●	●	●	1	0	1
HRB	453060000	TDD	Director Arming	Arming Division	PA	●	●	●	●	●	3	2	5
HRB	453063000	TDD	Director Arming	Arming Asset Management & Implementation	PA	●	●	●	●	●	8	3	11
HRB	453065000	TDD	Director Arming	Arming Communication & Training Coord. Unit	PA	●	●	●	●	●	9	4	13
ISTB	191110030	TRAVELLERS	INTERACTIVE ADVANCE PASSENGER INFORMATION		PA	●	●	●	●	●	1	3	4
ISTB	191110040	TRAVELLERS	ENTRY/EXIT PROJECT	PRO. SUP. CONTR. OFF	PA	●	●	●	●	●	4	6	10
ISTB	191110060	TRAVELLERS	ENTRY/EXIT PROJECT	PORTFOLIO ALIGNMENT	PA	●	●	●	●	●	9	1	10
ISTB	191110070	TRAVELLERS	ENTRY/EXIT PROJECT	SCENARIO BASED TARGETING (SBT)	PA	●	●	●	●	●	0	1	1
ISTB	191120010	TRAVELLERS	INTERACTIVE ADVANCE PASSENGER INFORMATION	IAP DEVELOPMENT TEAM	PA	●	●	●	●	●	11	3	14
ISTB	191120020	TRAVELLERS	CARM PROJECT MANAGEMENT OFFICE		PA	●	●	●	●	●	12	3	15
ISTB	191120030	TRAVELLERS	INTERACTIVE ADVANCE PASSENGER INFORMATION	IAP OUTREACH TEAM	PA	●	●	●	●	●	12	4	16
ISTB	191120040	TRAVELLERS	INTERACTIVE ADVANCE PASSENGER INFORMATION	IAP UNIT 4	PA	●	●	●	●	●	6	5	11
ISTB	191120050	TRAVELLERS	CARM PROJECT MANAGEMENT OFFICE	COLLABORATIVE PROCUREMENT SOLUTION OPERATIONS	PA	●	●	●	●	●	6	5	11
ISTB	191130010	TRAVELLERS	BIOMETRICS	BIOMETRICS DESIGN AND DEVELOPMENT	PA	●	●	●	●	●	14	5	19
ISTB	191130020	TRAVELLERS	BIOMETRICS	BIOMETRICS POLICY AND PROGRAM	PA	●	●	●	●	●	1	0	1
ISTB	191130030	TRAVELLERS	BIOMETRICS	BIOMETRICS UNIT 3	PA	●	●	●	●	●	3	4	7
ISTB	191130040	TRAVELLERS	BIOMETRICS		PA	●	●	●	●	●	0	4	4
ISTB	191140010	TRAVELLERS	Program Business system Integration - Traveller	ALTERNATE TRAVELLERS PROCESSING SYSTEMS	PA	●	●	●	●	●	10	3	13
ISTB	191350010	COMMON PORTFOLIO DIRECTORATE	Program Business Systems Integration - EIPD	Investiations and Intelligence Services	PA	●	●	●	●	●	3	3	6
ISTB	191350020	COMMON PORTFOLIO DIRECTORATE	Program Business Systems Integration - EIPD	Enterprise Risk Assessment, Security SCR	PA	●	●	●	●	●	4	4	8
ISTB	191350040	COMMON PORTFOLIO DIRECTORATE	Programs Business System Integration	API/PNR Support	PA	●	●	●	●	●	11	2	13
ISTB	193030000	DG SCIENCE & ENGINEERING	DIRECTOR SCIENCE & ENG. SUPPORT & OPS	DIRECTOR SCIENCE & ENG. SUPPORT & OPS	PA	●	●	●	●	●	0	2	2
ISTB	194010000	BUSINESS, CORPORATE PROJECTS AND PORTFOLIO MANAGEMENT	DIRECTOR CLIENT PORTFOLIO MANAGEMENT	DIRECTOR CLIENT PORTFOLIO MANAGEMENT	PA	●	●	●	●	●	5	5	10
ISTB	194020000	BUSINESS, CORPORATE PROJECTS AND PORTFOLIO MANAGEMENT	STRATEGIC IT PLANNING & MANAGEMENT SERVICES	STRATEGIC IT PLANNING & MANAGEMENT SERVICES	PA	●	●	●	●	●	5	11	16
ISTB	194030000	BUSINESS, CORPORATE PROJECTS AND PORTFOLIO MANAGEMENT	ENTERPRISE PROJECT MANAGEMENT OFFICE	DIR, ENTERPRISE PROJECT MANAGEMENT OFFICE	PA	●	●	●	●	●	12	2	14
ISTB	195040040	DG Enterprise & Architecture & IM	Open Government & Analytic Service	Business Analytics Competency Centre	PA	●	●	●	●	●	6	2	8
ISTB	198010010	COMMERCIAL PROJECTS DIRECTORATE	PROJECTS DIVISION	SWI BUSINESS DESIGN & DEVELOPMENT	PA	●	●	●	●	●	10	2	12
ISTB	198010020	COMMERCIAL PROJECTS DIRECTORATE	PROJECTS DIVISION	SWI PGA COORDINATION & TRADE CONSULTATION	PA	●	●	●	●	●	1	6	7
ISTB	198010030	COMMERCIAL PROJECTS DIRECTORATE	PROJECTS DIVISION	POSTAL MODERNIZATION INITIATIVE (PMI)	PA	●	●	●	●	●	7	2	9
ISTB	198020000	COMMERCIAL PROJECTS DIRECTORATE	PROJECT IMPLEMENTATION DIVISION	DIR. PROJECT IMPLEMENTATION DIVISION	PA	●	●	●	●	●	3	0	3
ISTB	198020010	COMMERCIAL PROJECTS DIRECTORATE	EMANIFEST PROJECT DIVISION	EDI REPORTING	PA	●	●	●	●	●	8	4	12
ISTB	198020020	COMMERCIAL PROJECTS DIRECTORATE	EMANIFEST PROJECT DIVISION	PORTAL	PA	●	●	●	●	●	4	2	6
ISTB	198020040	COMMERCIAL PROJECTS DIRECTORATE	PROJECT IMPLEMENTATION DIVISION	PROJECT BUSINESS ACCEPTANCE TESTING	PA	●	●	●	●	●	15	7	22
ISTB	198020050	COMMERCIAL PROJECTS DIRECTORATE	PROJECT IMPLEMENTATION DIVISION	PROJECT INTEGRATION	PA	●	●	●	●	●	10	3	13
ISTB	198020060	COMMERCIAL PROJECTS DIRECTORATE	PROJECT IMPLEMENTATION DIVISION		PA	●	●	●	●	●	20	4	24
ISTB	198030010	COMMERCIAL PROJECTS DIRECTORATE	EMANIFEST PROJECT DIVISION	RISK ASSESSMENT	PA	●	●	●	●	●	11	11	22
ISTB	198030030	COMMERCIAL PROJECTS DIRECTORATE	EMANIFEST PROJECT DIVISION	BUSINESS ANALYTICS & REPORTING (BAR)	PA	●	●	●	●	●	4	6	10
ISTB	198040010	COMMERCIAL PROJECTS DIRECTORATE	PROJECT PORTFOLIO MANAGEMENT OFFICE	PROJECT SUPPORT & CONTROL OFFICE / FSO	PA	●	●	●	●	●	12	5	17
ISTB	198040020	COMMERCIAL PROJECTS DIRECTORATE	PROJECT IMPLEMENTATION DIVISION	PROJECT TRAINING	PA	●	●	●	●	●	6	6	12

ISTB	198040040	COMMERCIAL PROJECTS DIRECTORATE	PROJECT IMPLEMENTATION DIVISION	PROJECT COMMUNICATION & STAKEHOLDER ENGAGEMENT	PA						8	8	16
ISTB	198040060	COMMERCIAL PROJECTS DIRECTORATE	PROJECT PORTFOLIO MANAGEMENT OFFICE	PORTFOLIO INTEGRATION	PA						5	0	5
ISTB	198040070	COMMERCIAL PROJECTS DIRECTORATE	PROJECT PORTFOLIO MANAGEMENT OFFICE	PLANNING / REPORTING	PA						3	3	6
ISTB	198040080	COMMERCIAL PROJECTS DIRECTORATE	PROJECT PORTFOLIO MANAGEMENT OFFICE	PORTFOLIO GOVERNANCE	PA						0	1	1
ISTB	198050010	COMMERCIAL PROJECTS DIRECTORATE	Program Business System Integration - Commercial	Advanced Commercial & Export Systems	PA						13	3	16
ISTB	198050020	COMMERCIAL PROJECTS DIRECTORATE	Program Business System Integration - Commercial	COMMERCIAL ACCOUNTING & COMPLIANCE SYSTEMS	PA						11	1	12
ISTB	198050030	COMMERCIAL PROJECTS DIRECTORATE	Program Business System Integration - Commercial	COMMERCIAL REPORTING & RELEASE SYSTEMS	PA						12	5	17
ISTB	199010010	CARM	POLICY & BUSINESS TRANSFORMATION	ORG. CHANGE MANAGEMENT / TRAINING	PA						5	1	6
ISTB	199010020	CARM	POLICY & BUSINESS TRANSFORMATION	POLICY & INTEGRATION	PA						3	1	4
ISTB	199010030	CARM	POLICY & BUSINESS TRANSFORMATION	STAKEHOLDER ENGAGEMENT	PA						3	3	6
ISTB	199020010	CARM	CARM PROJECT MANAGEMENT OFFICE	MANAGEMENT SERVICES	PA						8	5	13
ISTB	199030000	CARM	DESIGN & MODERNIZATION	DIR. DESIGN & MODERNIZATION	PA						1	0	1
ISTB	199040010	CARM	ACCOUNT RECEIVABLE LEDGER	CLIENT IDENTIFICATION	PA						4	3	7
ISTB	199040020	CARM	ACCOUNT RECEIVABLE LEDGER	ELECTRONIC REPORTING & eSERVICE	PA						4	3	7
ISTB	199040030	CARM	ACCOUNT RECEIVABLE LEDGER	ACCOUNT RECEIVABLE LEDGER	PA						5	4	9
OPS HQ	331000000	DG INTERNATIONAL REGION	DIRECTOR GENERAL INTERNATIONAL OPERATION	DIRECTOR GENERAL INTERNATIONAL OPERATION	PA						1	1	2
OPS HQ	331030010	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL OPERATIONS	NETWORK DEVELOPMENT & SUPPORT UNIT	PA						3	1	4
OPS HQ	331030070	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL OPERATIONS	CAPACITY BUILDING	PA						5	1	6
OPS HQ	331040020	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL CORPORATE SERVICES	HUMAN RESOURCES	PA						4	1	5
OPS HQ	331050030	DG INTERNATIONAL REGION	NATIONAL SECURITY SCREENING DIVISION	SECURITY SCREENING SUPPORT SECTION	PA						14	16	30
OPS HQ	332010040	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	INTELLIGENCE OPERATIONS & ANALYSIS	MANAGER OPERATIONS SUPPORT	PA						16	3	19
OPS HQ	332060020	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	CRIMINAL INVESTIGATIONS, DIRECTOR'S OFFICE	CRIMINAL INVESTIGATIONS SUPPORT	PA						7	3	10
OPS HQ	333000000	DG NATIONAL BORDER OPERATIONS CENTRE	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL BORDER OPERATIONS CENTRE	PA						1	0	1
OPS HQ	333010000	DG NATIONAL BORDER OPERATIONS CENTRE	OPERATION PREPAREDNESS & RESPONSE DIVISION	DIRECTOR, OPERATION PREPAREDNESS & RESPONSE DIVISION	PA						1	0	1
OPS HQ	333010050	DG NATIONAL BORDER OPERATIONS CENTRE	OPERATION PREPAREDNESS & RESPONSE DIVISION	CORPORATE AND PROGRAM SERVICES	PA						9	1	10
OPS HQ	333020000	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL TARGETING CENTER	DIRECTOR NATIONAL TARGETING CENTER	PA						0	1	1
OPS HQ	334010000	DG BORDER OPERATIONS (2011)	TRAVELLER OPERATIONS	DIRECTOR TRAVELLER OPERATIONS DIVISION	PA						1	0	1
OPS HQ	334010030	DG BORDER OPERATIONS (2011)	TRAVELLER OPERATIONS	CORES SERVICES REQUESTS, BIS LINE & CONTACT US	PA						10	0	10
OPS HQ	334020000	DG BORDER OPERATIONS (2011)	DIRECTOR COMMERCIAL AND TRADE OPERATIONS	DIR. COMMERCIAL AND TRADE OPERATIONS DIVISION	PA						2	1	3
OPS HQ	334030010	DG BORDER OPERATIONS (2011)	PROGRAM & CORPORATE SERVICES DIVISION	RESOURCE MANAGEMENT UNIT	PA						14	7	21
OPS HQ	334030020	DG BORDER OPERATIONS (2011)	PROGRAM & CORPORATE SERVICES DIVISION	OPER. STRAT. & BUSINESS INITIATIVES	PA						10	3	13
OPS HQ	334030030	DG BORDER OPERATIONS (2011)	PROGRAM & CORPORATE SERVICES DIVISION	ASSESSMENT & MODERNIZATION OF OPER. PERF. & EVAL. ACTIVITIES	PA						13	8	21
OPS HQ	334030040	DG BORDER OPERATIONS (2011)	PROGRAM & CORPORATE SERVICES DIVISION	UNIFORM PROGRAM	PA						16	5	21
OPS HQ	334030070	DG BORDER OPERATIONS (2011)	PROGRAM & CORPORATE SERVICES DIVISION	CORPORATE & PROGRAM SUPPORT	PA						5	3	8
PRG	180000000	VICE-PRESIDENT	VICE-PRESIDENT	VICE-PRESIDENT PROGRAM BRANCH	PA						1	0	1
PRG	181200000	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR GENERAL COMMERCIAL PROGRAM	DIRECTOR GENERAL COMMERCIAL PROGRAM	PA						0	1	1
PRG	181210000	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	DIRECTOR PROGRAM POLICY & MANAGEMENT	PA						0	4	4
PRG	181220000	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM PERFORMANCE & REPORTING	DIRECTOR PROGRAM PERFORMANCE & REPORTING	PA						2	0	2
PRG	181220010	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM PERFORMANCE & REPORTING	CORPORATE REPORTING, AUDIT / EVALUATION	PA						11	2	13

PRG	181220020	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM PERFORMANCE & REPORTING	DATA ANALYTICS & PERFORMANCE REPORTING	PA						9	3	12
PRG	181220030	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM PERFORMANCE & REPORTING	STRATEGIC PLANNING & FINANCIAL MANAGEMENT	PA						11	4	15
PRG	181230010	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM COMPLIANCE	IMPORTER AND EXPORTER COMPLIANCE	PA						12	2	14
PRG	181230020	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM COMPLIANCE	TRANSPORTER COMPLIANCE	PA						21	3	24
PRG	181230030	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM COMPLIANCE	SECONDARY EXAMINATION UNIT	PA						10	11	21
PRG	181230040	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM COMPLIANCE	STAKEHOLDER ENGAGEMENT & OUTREACH	PA						8	2	10
PRG	181250010	COMMERCIAL PROGRAM	COMMERCIAL TRANSFORMATIONS - DIRECTOR LAND MODE	BORDER PROCESSING	PA						11	4	15
PRG	181250030	COMMERCIAL PROGRAM	COMMERCIAL TRANSFORMATIONS - DIRECTOR LAND MODE	ADVANCED COMMERCIAL PROCESSING UNIT	PA						17	3	20
PRG	181250040	COMMERCIAL PROGRAM	COMMERCIAL TRANSFORMATIONS - DIRECTOR LAND MODE	CARGO CONTROL AND EXPORT PROCESSING	PA						8	4	12
PRG	181260020	COMMERCIAL PROGRAM	COMMERCIAL TRANSFORMATIONS - DIRECTOR AIR, MARINE, RAIL & POSTAL MODES	AIR, RAIL & MARINE COMMERCIAL PROCESSING	PA						16	3	19
PRG	181260030	COMMERCIAL PROGRAM	COMMERCIAL TRANSFORMATIONS - DIRECTOR AIR, MARINE, RAIL & POSTAL MODES	ALTERNATE PROCESSING	PA						10	2	12
PRG	181320020	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM PERFORMANCE & REPORTING	DATA ANALYTICS & PERFORMANCE REPORTING	PA						5	2	7
PRG	181320030	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM PERFORMANCE & REPORTING	STRATEGIC PLANNING & FINANCIAL MANAGEMENT	PA						6	3	9
PRG	181330010	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM COMPLIANCE & OUTREACH	AIRLINE COMPLIANCE	PA						14	2	16
PRG	181330020	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM COMPLIANCE & OUTREACH	STAKEHOLDER ENGAGEMENT & OUTREACH	PA						17	4	21
PRG	181330030	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM COMPLIANCE & OUTREACH	TRAVELLER COMPLIANCE	PA						15	3	18
PRG	181350010	TRAVELLER PROGRAM	TRANSFORMATION - DIRECTOR AIR MODE	PASSENGER PROCESSING	PA						8	7	15
PRG	181350020	TRAVELLER PROGRAM	TRANSFORMATION - DIRECTOR AIR MODE	AIRPORT PROCESSING	PA						1	2	3
PRG	181350030	TRAVELLER PROGRAM	TRANSFORMATION - DIRECTOR AIR MODE	IDENTITY MANAGEMENT	PA						12	5	17
PRG	181350040	TRAVELLER PROGRAM	TRANSFORMATION - DIRECTOR AIR MODE	ENTRY EXIT	PA						6	4	10
PRG	181360000	TRAVELLER PROGRAM	TRANSFORMATION - DIRECTOR LAND, RAIL & MARINE MODES	DIRECTOR LAND, RAIL & MARINE MODES	PA						1	3	4
PRG	181360010	TRAVELLER PROGRAM	TRANSFORMATION - DIRECTOR LAND, RAIL & MARINE MODES	ALTERNATE PROCESSING	PA						10	3	13
PRG	181360020	TRAVELLER PROGRAM	TRANSFORMATION - DIRECTOR LAND, RAIL & MARINE MODES	BORDER PROCESSING	PA						14	2	16
PRG	181520010	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	DATA ANALYTICS DIVISION	MANAGER, DATA FUSION CENTRE	PA						6	2	8
PRG	181520020	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	DATA ANALYTICS DIVISION	MANAGER, PERFORMANCE REPORTING	PA						11	3	14
PRG	181520030	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	DATA ANALYTICS DIVISION	MANAGER, PROGRAM INTEGRITY	PA						6	0	6
PRG	181530000	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	PLANNING & COORDINATION DIVISION	DIRECTOR, PLANNING & COORDINATION	PA						1	0	1
PRG	181530010	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	PLANNING & COORDINATION DIVISION	MANAGER, BRANCH MANAGEMENT	PA						4	1	5
PRG	181530020	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	PLANNING & COORDINATION DIVISION	MANAGER, BRANCH PLANNING	PA						7	3	10
PRG	181530030	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	PLANNING & COORDINATION DIVISION	MANAGER, INTEGRATED POLICY	PA						3	1	4
PRG	181540010	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	GBMDA ED'S OFFICE		PA						2	0	2
PRG	184110000	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, PROGRAM PERFORMANCE & REPORTING	PROGRAM PERFORMANCE, REPORTING AND TRANSFORMATION	PA						1	0	1
PRG	184110010	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, PROGRAM PERFORMANCE & REPORTING	EI GOVERNANCE & FINANCIAL OVERSIGHT UNIT	PA						4	0	4
PRG	184110020	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, PROGRAM PERFORMANCE & REPORTING	EI PERFORMANCE MEASUREMENT UNIT	PA						2	2	4
PRG	184110030	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, PROGRAM PERFORMANCE & REPORTING	TRANSFORMATION UNIT	PA						10	5	15
PRG	184110040	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, PROGRAM PERFORMANCE & REPORTING	TARGETING	PA						8	2	10

PRG	184140000	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, TRANSFORMATION DIVISION	INLAND ENFORCEMENT PROGRAM MANAGEMENT DIVISION	PA						3	0	3
PRG	184140010	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, TRANSFORMATION DIVISION	HEARINGS AND INVESTIGATIONS UNIT	PA						3	5	8
PRG	184140020	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, TRANSFORMATION DIVISION	REMOVALS UNIT	PA						10	4	14
PRG	184140030	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR, TRANSFORMATION DIVISION	DETENTIONS UNIT	PA						9	4	13
PRG	189250010	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIRECTOR ANTI-DUMP AND COUNT - OPERATIONAL POLICY	OPERATIONAL POLICY, ATIP AND PERFORMANCE	PA						7	4	11
PRG		OTHER			PA						15	16	31
HRB	453022000	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Associate Director, Campus Training Delivery	PE						2	1	3
HRB	453046000	TDD	National Recruitment & Prof Develop Div	Officer Induction - Initiatives Unit	PE						5	2	7
HRB	453064000	TDD	Director Arming	Instructor Recruitment & Development	PE						5	4	9
CAB	275040020	RECOURSE	DIRECTOR RECOURSE PROGRAM MANAGEMENT	RECOURSE POLICY	TBD						9	2	11
CAB	275050030	RECOURSE	DIR. ENFORCEMENT APPEALS & LITIGATION	TRIAGE & OPERATIONAL SUPPORT	TBD						2	3	5
HRB	453022010	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Manager Training & Learning Program Halifax	TBD						3	3	6
HRB	453022011	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Marine Centre Of Expertise Halifax	TBD						8	12	20
HRB	453022012	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Use Of Force Training Program - Summerside	TBD						0	6	6
HRB	453022020	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Manager Training & Learning Program Montreal	TBD						7	20	27
HRB	453022030	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Manager Training & Learning Program Ottawa	TBD						10	17	27
HRB	453022050	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Manager Training & Learning Program Winnipeg	TBD						4	9	13
HRB	453022060	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Manager Training & Learning Program Chilliwack	TBD						2	1	3
HRB	453022061	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Use Of Force Training Program - Chilliwack	TBD						18	9	27
HRB	453022070	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Manager Training & Learning Program Mississauga	TBD						5	7	12
HRB	453022080	TDD	Training Delivery Division - Associate Dir. Campus Training Delivery	Manager Training & Learning Program Windsor	TBD						3	16	19
HRB	453024000	TDD	Training Delivery Division - Recruit Training Delivery & Evaluation	Arming Training Delivery	TBD						42	41	83
HRB	453026000	TDD	Training Delivery Division - Recruit Training Delivery & Evaluation	Detector Dog Training Program	TBD						6	4	10
HRB	453061000	TDD	Director Arming	Use Of Force Policy	TBD						12	1	13
OPS HQ	331030040	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL OPERATIONS	DOCUMENT INTEGRITY	TBD						9	4	13
OPS HQ	331030050	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL OPERATIONS	MIGRANT VESSEL PREVENTION SECTION	TBD						1	0	1
OPS HQ	331040050	DG INTERNATIONAL REGION	DIRECTOR - INTERNATIONAL OPERATIONS	HAITI PROJECT	TBD						2	1	3
OPS HQ	332060010	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	CRIMINAL INVESTIGATIONS, DIRECTOR'S OFFICE	CRIMINAL INVESTIGATIONS COORDINATION	TBD						8	3	11
OPS HQ	332060030	DG ENFORCEMENT AND INTELLIGENCE OPERATIONS	CRIMINAL INVESTIGATIONS, DIRECTOR'S OFFICE	COUNTER PROLIFERATION SUPPORT	TBD						10	4	14
OPS HQ	333010010	DG NATIONAL BORDER OPERATIONS CENTRE	OPERATION PREPAREDNESS & RESPONSE DIVISION	EMERGENCY MANAGEMENT SECTION	TBD						14	7	21
OPS HQ	333010020	DG NATIONAL BORDER OPERATIONS CENTRE	OPERATION PREPAREDNESS & RESPONSE DIVISION	WARRANT RESPONSE CENTRE	TBD						31	7	38
OPS HQ	333010030	DG NATIONAL BORDER OPERATIONS CENTRE	OPERATION PREPAREDNESS & RESPONSE DIVISION	BORDER OPERATIONS CENTRE	TBD						29	11	40
OPS HQ	333020050	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL TARGETING CENTER	TARGETING SCENARIO AND RISK RULES	TBD						20	3	23
OPS HQ	333020060	DG NATIONAL BORDER OPERATIONS CENTRE	NATIONAL TARGETING CENTER	TARGETING DATA ANALYTICS	TBD						14	5	19
OPS HQ	334010010	DG BORDER OPERATIONS (2011)	TRAVELLER OPERATIONS	MAJOR INITIATIVES UNIT	TBD						8	3	11
OPS HQ	334010020	DG BORDER OPERATIONS (2011)	TRAVELLER OPERATIONS	HORIZONTAL ISSUES AND REPORTING UNIT	TBD						9	4	13
OPS HQ	334020030	DG BORDER OPERATIONS (2011)	DIRECTOR COMMERCIAL AND TRADE OPERATIONS	TRADE OPERATIONS UNIT	TBD						12	3	15
OPS HQ	334020070	DG BORDER OPERATIONS (2011)	DIRECTOR COMMERCIAL AND TRADE OPERATIONS	COMMERCIAL REGISTRATION UNIT	TBD						16	4	20

OPS HQ	334020080	DG BORDER OPERATIONS (2011)	DIRECTOR COMMERCIAL AND TRADE OPERATIONS	INTERNATIONAL EVENTS & ACCREDITATION UNIT	TBD							10	2	12
PRG	181210010	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	POSTAL COURIER AND HORIZONTAL POLICY UNIT	TBD							11	3	14
PRG	181210020	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	OGD PROGRAMS	TBD							11	2	13
PRG	181210030	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	IMPORTER AND EXPORTER PROGRAMS	TBD							10	2	12
PRG	181210040	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	TRANSPORTER AND CARGO CONTROL UNIT	TBD							20	2	22
PRG	181210050	COMMERCIAL PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	TRUSTED TRADER PROGRAMS	TBD							10	3	13
PRG	181310010	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	AIR PROGRAMS	TBD							9	1	10
PRG	181310020	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	IMMIGRATION AND IDENTITY MANAGEMENT PROG	TBD							9	3	12
PRG	181310030	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	LAND, RAIL & MARINE PROGRAMS	TBD							10	4	14
PRG	181310040	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	TRUSTED TRAVELLER PROGRAMS	TBD							10	1	11
PRG	181310050	TRAVELLER PROGRAM	INTEGRATIONS - DIRECTOR PROGRAM POLICY & MANAGEMENT	PRECLEARANCE UNIT	TBD							5	0	5
PRG	181370010	TRAVELLER TRANSFORMATION	IAP	IAP STRATEGIC POLICY TEAM	TBD							8	1	9
PRG	181370020	TRAVELLER TRANSFORMATION	IAP		TBD							2	3	5
PRG	181510000	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	GLOBAL BORDER MANAGEMENT DIVISION		TBD							2	0	2
PRG	181510010	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	GLOBAL BORDER MANAGEMENT DIVISION	MANAGER, NORTH AMERICA & TRANSFORMATION	TBD							4	0	4
PRG	181510020	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	GLOBAL BORDER MANAGEMENT DIVISION	MANAGER, MULTILATERAL	TBD							2	0	2
PRG	181510030	GLOBAL BORDER MANAGEMENT & DATA ANALYTICS DIRECTORATE	GLOBAL BORDER MANAGEMENT DIVISION	MANAGER, INTERNATIONAL STRATEGIC ENGAGEMENT	TBD							7	1	8
PRG	184120000	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR POLICY	DIRECTOR, POLICY DIVISION	TBD							2	0	2
PRG	184120010	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR POLICY	NATIONAL SECURITY AND ENFORCEMENT POLICY	TBD							2	2	4
PRG	184120020	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR POLICY	HORIZONTAL POLICY UNIT	TBD							1	0	1
PRG	184120030	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR POLICY	PROGRAM POLICY UNIT	TBD							3	2	5
PRG	184120040	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR POLICY	MINISTERIAL RELIEF UNIT	TBD							7	6	13
PRG	184130010	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR PROGRAM MANAGEMENT	CRIMINAL INVESTIGATION UNIT	TBD							10	1	11
PRG	184130020	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR PROGRAM MANAGEMENT	INTELLIGENCE PROGRAM UNIT	TBD							13	3	16
PRG	184130030	DG ENFORCEMENT & INTELLIGENCE PROGRAMS	DIRECTOR PROGRAM MANAGEMENT	TARGETING UNIT	TBD							9	7	16
PRG	189230020	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIR TRADE POLICY	TARIFF FUNCTIONAL GUIDANCE UNIT	TBD							14	5	19
PRG	189230030	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIR TRADE POLICY	ORIGIN, VALUATION & NEGOTIATIONS UNIT	TBD							10	4	14
PRG	189230040	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIR TRADE POLICY	ASSESSMENT UNIT	TBD							7	1	8
PRG	189230050	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIR TRADE POLICY	LICENSING UNIT	TBD							6	2	8
PRG	189240010	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIRECTOR TRADE COMPLIANCE	TRADE INCENTIVES UNIT	TBD							10	2	12
PRG	189240020	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIRECTOR TRADE COMPLIANCE	SIMA COMPLIANCE UNIT	TBD							14	6	20
PRG	189240030	TRADE AND ANTI-DUMPING PROGRAM DIRECTORATE	DIRECTOR TRADE COMPLIANCE	TRADE COMPLIANCE & QUALITY ASSURANCE	TBD							12	5	17





Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# Executive Workshop

## Discussion

December 14<sup>th</sup>, 2018

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PROTECTION • SERVICE • INTEGRITY

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## Expected Outcomes for Today

- Brief background recap
- Core FB Work and the “FB Continuum”
- Discussion and validation of findings and recommendations
  - Use of FB-08 in headquarters
  - Definition of ‘Leadership’
  - All about Trade



## Recap: FB Models Proposed at EC in Sept. 2017

	Model A Current picture + Clean-up	Model B Narrowed scope for inclusion #6 ( <i>Developing Operational Directives</i> )	Model C Front-line College-trained
Current # of FBs FBs out (est) FBs tbd (est) Final range	10,470 - 734 - 656 9,080 – 9,736	10,470 - 990 - 911 8,569 – 9,480	10,470 - 2,513 - 241 7,716 – 7,957
Summary	Based on current usage, BUT cleans-up all positions that are clearly non-FB.	Excludes HQ policy and program roles that are not directly associated with inclusions 1 to 5	Requires changes to FB standard to include only front-line, college trained
Includes	<ul style="list-style-type: none"> <li>• POE all modes</li> <li>• E&amp;I, Trade, Recourse</li> <li>• Border Ops focused program and policy work (HQ and field)</li> </ul>	<ul style="list-style-type: none"> <li>• POE all modes</li> <li>• E&amp;I, Trade, Recourse</li> <li>• Operational directives and policy work only</li> </ul>	<p>Only front-line positions directly involved in the inspection and control of people and goods entering Canada</p> <ul style="list-style-type: none"> <li>• POE all modes</li> <li>• E&amp;I Field</li> </ul>
Excludes	<ul style="list-style-type: none"> <li>• All support admin roles</li> <li>• All general program and policy work</li> <li>• All strategic planning and coordination functions</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Model A and HQ policy and program functions not associated with FB inclusions 1 to 5</li> </ul>	<ul style="list-style-type: none"> <li>• All policy and program development work</li> <li>• Recourse &amp; Trade will require further discussions</li> </ul>
Work Required	<ul style="list-style-type: none"> <li>• Training and education of management</li> <li>• Communication/engagement to stakeholders</li> <li>• Deconstruction of jobs agency-wide</li> </ul>	<ul style="list-style-type: none"> <li>• Decision on FB standard interpretation moving forward</li> <li>• Development of generic work descriptions in other occupational groups (EC, AS, PM, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Requires OCHRO involvement in amendment of standard</li> </ul>



## Recap: What does FB mean?

To allocate work to the FB group, the *primary purpose* of work must fall into one of the inclusion statements:

### Work included in the FB Group:

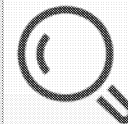
1. Determining admissibility of people or goods
2. Post-entry verification of people or goods
3. Arresting, detaining or removing people
4. Investigating illegal entry of people or goods;
5. Conducting Intelligence activities related to the monitoring, inspection or control of people or goods
6. Developing operational directives for above activities;
7. The leadership of above activities.

### Work Excluded from the FB Group:

1. No administrative or clerical support functions
2. No general program/policy work

### What it Means:

- Ports of Entry all modes
- Appeals
- Inland Enforcement
- Removals
- Investigations
- Operational Intelligence and targeting
- Operations focused program/policy work
- Direct management roles for above functions



### Primary Purpose:

The position's 'raison d'être' as determined by the core responsibilities and services or products delivered.

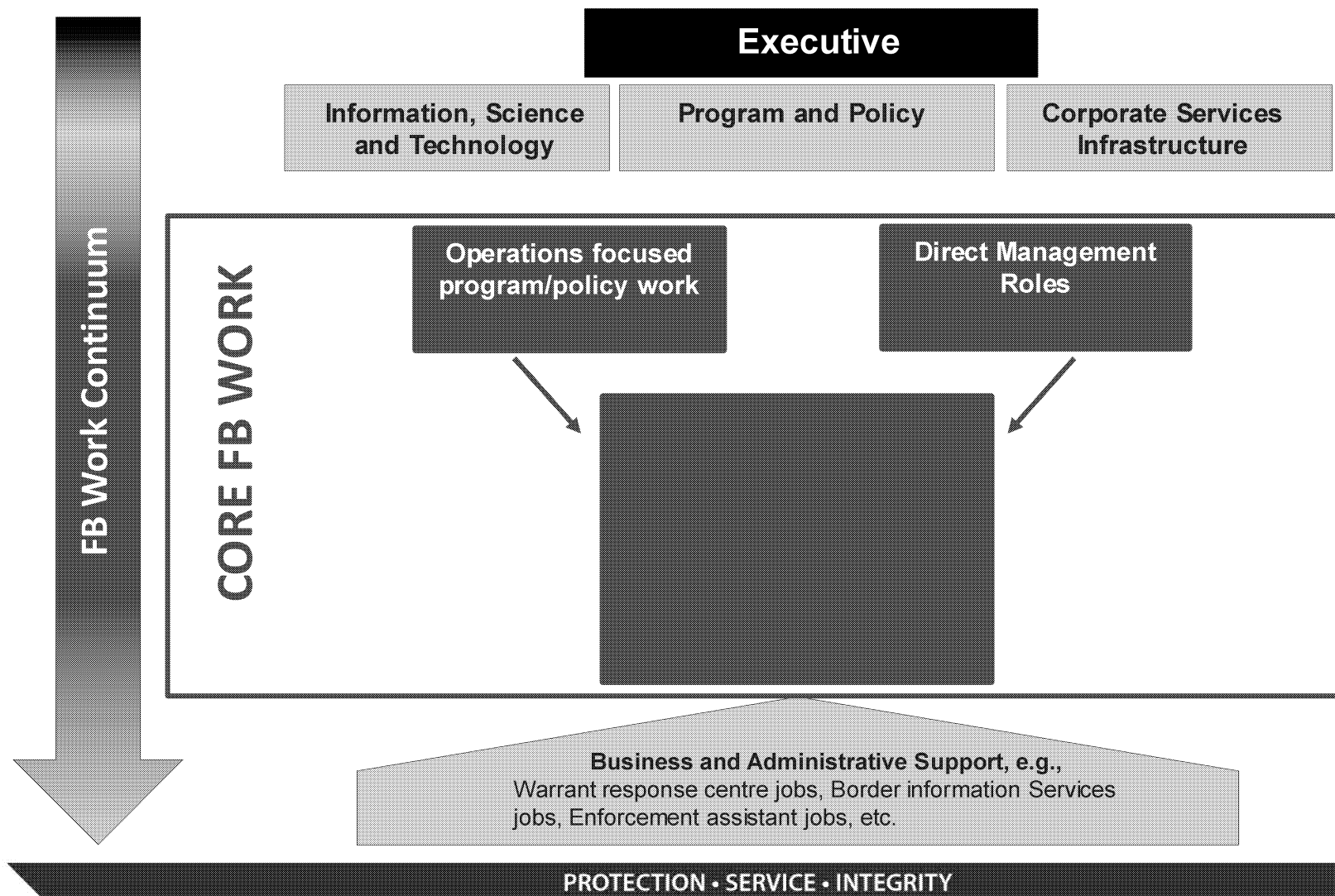


# What else is there?

New PA	Sub-Group	Definition
	<b>CS/IT</b>	<ul style="list-style-type: none"> <li>The application of computer systems knowledge to the planning, development, installation, implementation and maintenance of IT processing systems</li> </ul>
	<b>EC</b>	<ul style="list-style-type: none"> <li>The application of a comprehensive knowledge of economics, sociology or statistics to the research, analysis and evaluation of economic or sociological effects of departmental or interdepartmental projects, programs and policies</li> </ul>
	<b>PM</b>	<ul style="list-style-type: none"> <li>Plans, develops, delivers or manages policies, programs or services directed to the Public, including research, analysis and design of policies and programs, business analysis and risk assessment, and delivery and provision of interpretation and advice on programs and policies.</li> </ul>
	<b>AS</b>	<ul style="list-style-type: none"> <li>Plans, develops, delivers or manages policies, programs or services directed to the Public Service, including research, analysis and design of policies and programs, business analysis and risk assessment, and delivery and provision of interpretation and advice on programs and policies.</li> </ul>
	<b>IS</b>	<ul style="list-style-type: none"> <li>Researches public attitudes and perceptions, conducts analysis to develop recommendations and delivers strategic communications plans and activities dealing with the explanation, promotion and publication of Federal Government programs, policies and services</li> </ul>
	<b>PE</b>	<ul style="list-style-type: none"> <li>Provides strategic advice on HRM and the planning, development or delivery of HR services to the Public Service</li> </ul>



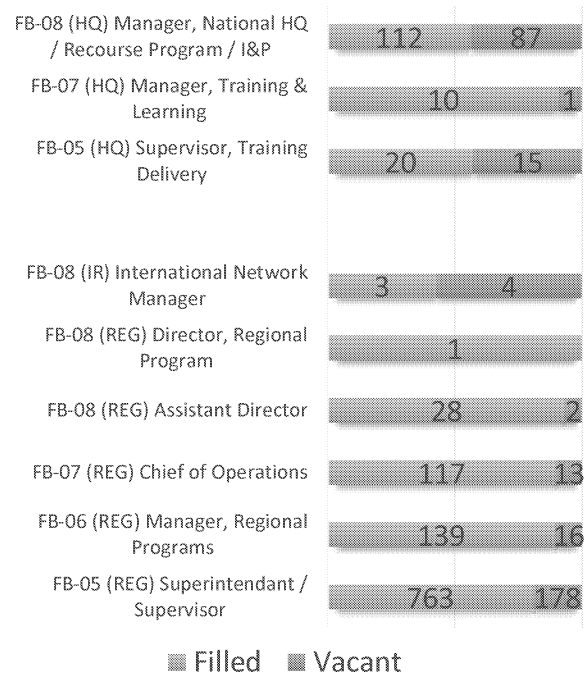
# Core FB Work and the Program Continuum





## Use of FB-08 in Headquarters - Issues

### FB-08 Total Positions



### *The Work*

- FB-08 National HQ Manager job should be responsible for a full National Program including full policy direction, program design, implementation, maintenance, and monitoring
  - Number of FB-08s in HQ exceeds the number of National programs
  - The FB-08 Manager National HQ job description is being used too broadly and is not aligned with the actual work being performed

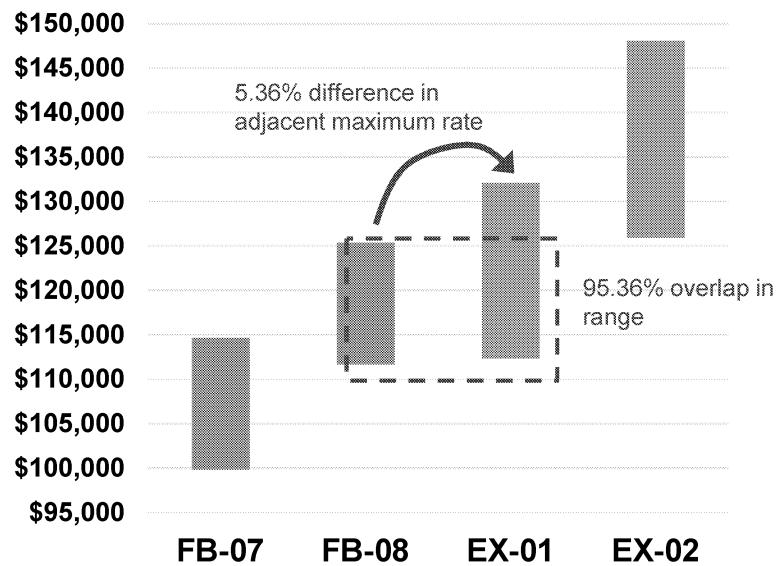
### *The Pay and Accountabilities*

- FB-08 base pay is equivalent to EX-01
  - Organization design issues with FB-08s reporting to EX-01
  - Compression and overlap in pay in adjacent reporting levels
  - Span of control and scope of accountabilities leave no defensible 'room' for these 2 adjacent executive levels

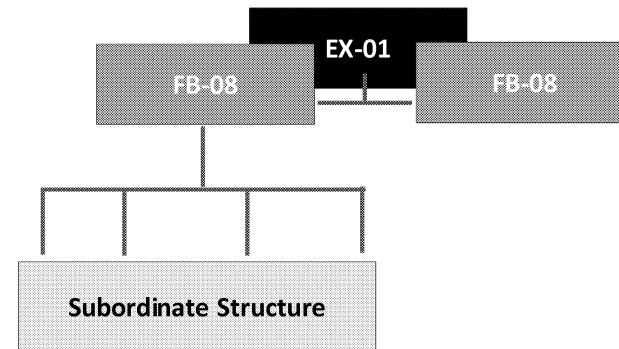


# Use of FB-08 in Headquarters - Issues

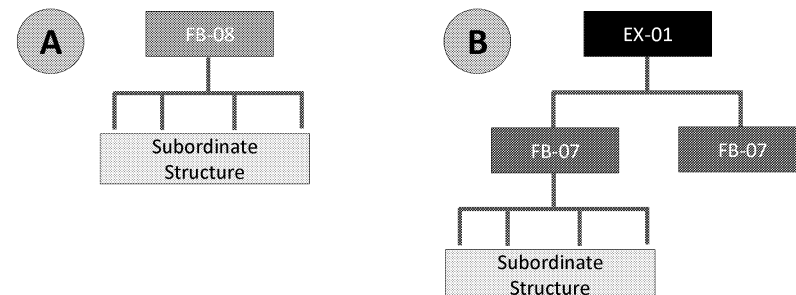
## Pay Compression



## Accountability Overlap



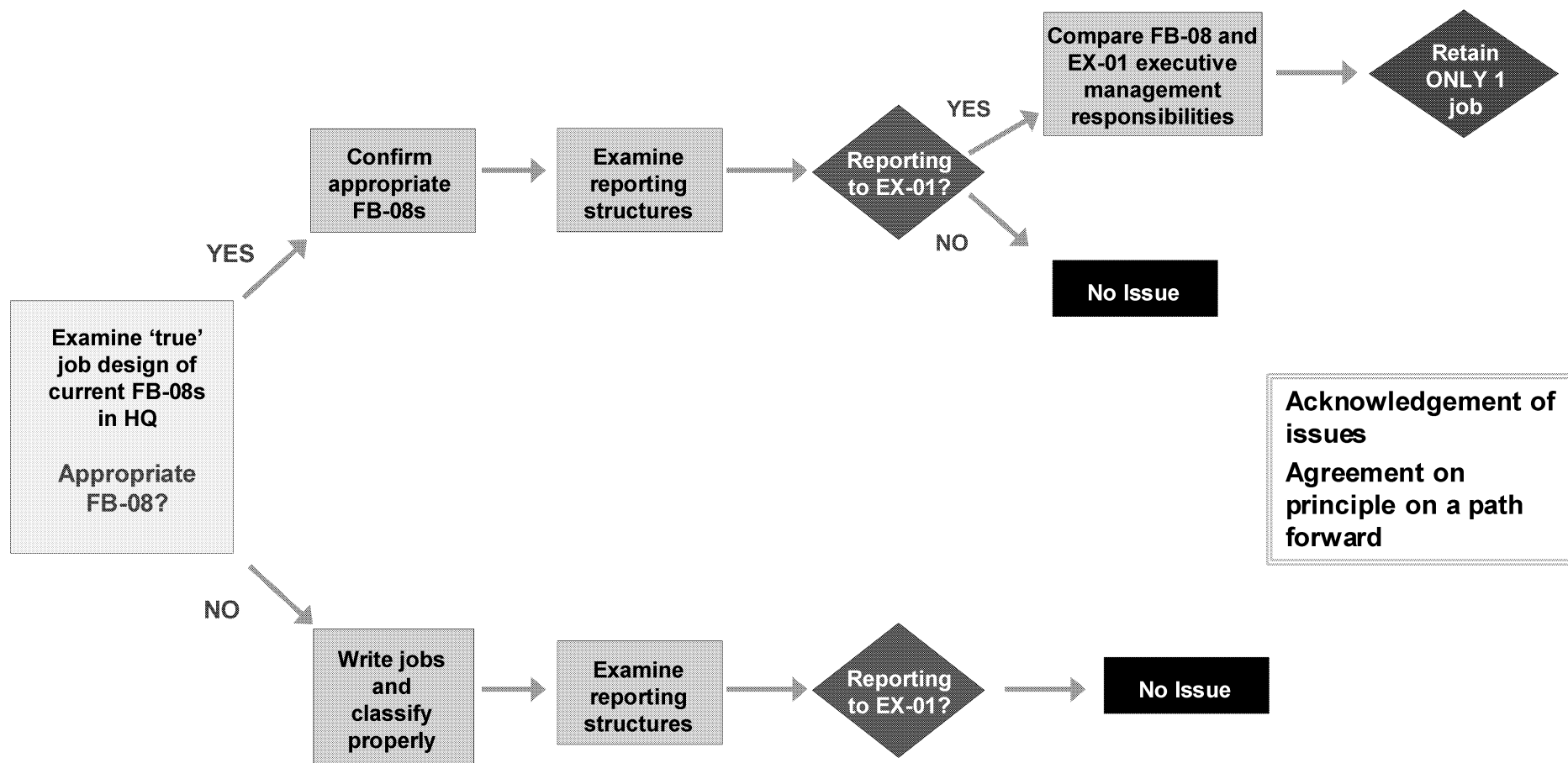
## Options







## Use of FB-08 in Headquarters - Options





# Defining Leadership

## FB inclusion statement 7: “ The leadership of above activities ”

### Issue:

- Original intent of inclusion is direct people management-supervision over FB work
- Instances of pressure to interpret “leadership” more liberally to include positions that provide guidance, information, or interpretation of any number of ‘p’ policy/instruction to FB jobs and are often removed from core FB functions

### Analysis and Considerations:

- Acceptable FB advisory work is already captured in inclusion 6 ‘...developing operational directives... ’ related to the core work of FB
- If jobs do not do this and cannot meet this inclusion, then they should not be classified as FB
- Any broad or liberal interpretation creates system-wide risk

### Recommendation:

- ‘Leadership’ must stay pure to its original intention to people management – supervision



# Group Allocation for Roles in the Trade Function





# Overview of FB Review Recommendations

## Headquarters

### Trade Compliance

Quality Assurance,  
 Compliance Verification

Trade Incentive  
 Programs

Trade Compliance,  
 ICECAP

SIMA Compliance

### Trade Policy

Origin Valuation, Tariff  
 Classification Policy

Assessment

Licensing

Negotiations

### Trade Recourse

Trade Appeals –  
 Recourse Tier 1

Trade Litigation –  
 Recourse Tier 2

## Regional Operations\*

Origin Valuation, Tariff  
 Classification Compliance  
 Verification

Advance Rulings, National  
 Customs Ruling & Master  
 Provisional Entry

ICECAP, Risking

Trade  
 Incentives

Casual Refund

BIS Tier 2

Trusted Trade– Customs  
 Self Assessment\*\*

B2 Analysis / B2  
 Blanket

Performance Measurement &  
 Workload Management

\* Based on GTA where size  
 allows for organizational structure  
 in which each unit is responsible  
 for one Trade function / business

\*\*Although not a Trade function,  
 Customs Self Assessment  
 currently reports to Trade  
 Operations in GTA.



## Origin, Valuation and Tariff Classification Compliance Verification (Regional Operations)

### Business Context:

- Trade compliance verifications - conducted in the regions by FB-04 Senior Officers (SOTC) focussed ensure importers appropriately declare Tariff Classification (TC), Origin and Valuation

### Key Work:

- Conducting compliance verifications including on-site visits to importers
- Verifying documentation (customs documents, accounting and taxation documents, legal agreements, etc.)
- Researching and assessing imported goods – may include requesting samples and seeking lab analysis
- Issuing penalties under the Administrative Monetary Penalty System (AMPS)
- Monitoring compliance with previous decisions and determining action for non-compliance
- Issuing re-determination of origin, tariff classification or value for duty

### Recommendation:

- Recognize this core delivery work as FB in alignment with inclusion statement 2
- *Recall: only core work, not entire function*



## Origin, Valuation and Tariff Classification Policy (HQ, TADP)

### Business context:

- Provide formal policy direction, functional guidance and oversight of the programs, including compliance verifications conducted in the regions.

### Key Work:

- Provide functional guidance to BSO, SOTC, RMU, ICECAP Officers
- Respond to complex program inquiries from importing community
- Analyze advance ruling (AR) and compliance verification data for policy gaps and revise/update policies
- Develop program-related operational bulletins and SOPs
- Provide information to Regions on national issues and concerns to support targeting
- Develop program policy (D-memos, departmental policies, etc.)

### Recommendation:

- Recognize this core compliance verification program/policy work as FB in alignment with inclusion statement 6
- *Recall: only core work, not entire function*



## Quality Assurance (HQ, TADP)

### Business context:

- QA Review (QAR) process
  - QA Officers ensure that compliance verifications are conducted in line with CBSA policies and procedures, and that decisions comply with CBSA trade legislation, regulations and policies

### Key Work:

- Verify work of SOTCs for compliance to national program verification procedures
- Ensure verification findings/determinations are appropriately documented and supported
- Report QAR findings to regional officers, managers and directors, including feedback to SOTCs
- Make recommendations to stakeholders on improving compliance with trade legislation, regulations, policies and procedures
- Identify issues and improvements with current SOPs, D-Memos, etc.

### Recommendation:

- Recognize core delivery work as FB in alignment with inclusion statement 2
- *Recall: only core work, not entire function*





## SIMA Compliance (HQ, TADP)

### Business context:

- All encompassing program and operational unit for enforcement of SIMA measures
  - Planning, development, delivery and management of the SIMA program
  - Operational enforcement activities, including issuing Detailed Adjustment Statements (DAS)

### Key Work:

- Respond to enquiries from the public and provide guidance and information
- Monitor imports, conduct reviews, process requests for redetermination, issue DASs
- Conduct risk analysis, determine targets, including two-way communication with ICECAP
- Issue decisions and penalties under the Administrative Monetary Penalty System (AMPS).
- Refer relevant non-SIMA information to relevant CBSA parties for follow-up

### Recommendation:

- Recognize core delivery work as FB in alignment with inclusion statements 2, 5 and 6
- *Recall: only core work, not entire function*





## Trade Compliance (HQ, TADP)

### Business context:

- Policy and Program lead for ICECAP: addresses high priority trade risks regarding tariff classification, origin and valuation; ensures consistency in the delivery of compliance verifications; generates part of the regional trade compliance verification workload

### Key Work:

- Analyze verification results to establish risking strategy and targeting for subsequent rounds of verifications
- Develop and maintain SOPs for trade compliance risking (e.g., CETA templates)
- Provide functional guidance to the regions
- Leads the Priority Approval Committee (PAC) that reviews targets from the regions and sets national priorities
- Monitors trade compliance verification workload for the regions (overdue cases) and supports timely delivery

### Recommendation:

- Recognize this core program/policy development and delivery work as FB in alignment with inclusion statements 5 and 6
- *Recall: only core work, not entire function*



## Advance Rulings, National Customs Ruling and Master Provisional Entry Program (Regional Operations)

### Business context:

- Advance Ruling (AR): pre-entry verification of specific goods to issue legally binding decision on Tariff Classification
- National Customs Ruling (NCR): legally binding decision on Tariff Classification (resulting from risking, verification or quality assurance processes) (HQ)
- Master Provisional Entry Program (MPE): Simplifies the import of goods for large scale industrial projects, e.g., natural gas production facilities, grain terminals

### Key Work:

- Verify importer documentation, request additional documentation and/or samples of goods for lab analysis
- Research and assess goods and issue legally binding decisions (AR/MPE) or send opinion letters to HQ for review and decision
- Manages in-person meetings with the importer for MPE

### Recommendation:

- Recognize this core delivery work as FB in alignment with inclusion statement 2
- *Recall: only core work, not entire function*



## Trade Incentives (Regional Operations)

### Business context:

- Multiple Trade Incentives programs, administered by HQ or regions
- Regionally administered programs include Drawback, the Duties Relief, Bonded Warehouse, and Obsolete or Surplus Goods
- Recently, a significant portion of the work by the SOTCs assigned to Trade Incentive has been to conduct site visits of steel importers.

### Key Work:

- Process duties relief applications and drawback claims (review, process and system entry)
- Issue letters to applicants confirming or denying duties relief license
- Conduct on-site importer visits to review inventory and accounting controls and outline program obligations
- Witness disposal of surplus goods to ensure importer claim validity
- Conduct periodic reviews on duties relief license holders to ensure continued eligibility

### Recommendation:

- Recognize this core delivery work as FB in alignment with inclusion statement 2
- *Recall: only core work, not entire function*



## Trade Incentives (HQ, TADP)

### Business context:

- HQ unit is responsible for all Trade Incentive Programs (e.g., Temporary Import program, the Temporary Export program), and oversight of regional administration of Duty Deferral Program.

### Key Work:

- Issue, suspend or cancel Customs Bonded Warehouse and Duties Relief Program certificates
- Provide direction to internal and external stakeholders on the determination of eligibility or admissibility of goods under the various TIPs
- Develop or input to customs notices, remission orders, SOPs, and operational bulletins and shift briefings for BSOs
- Respond to BSO inquiries on administration of a TIP including policy clarification
- Advise BSOs, regional superintendents, importers, and brokers on the admissibility and control of goods temporarily imported under a remission order

### Recommendation:

- Recognize this core program / policy development and delivery work as FB in alignment with inclusion statements 2 and 6
- *Recall: only core work, not entire function*



## Risking (Regional Operations)

### Business context:

- Identify indicators and trends of non-compliance with trade programs, including those identified by OGDs or external stakeholders. The risking output results in the creation of verification cases.

### Key Work:

- Analyze, interpret and evaluate large volume of information and intelligence from multiple sources to identify high risk areas
- Create leads based on examination results and/or referrals from the Ports of Entry (POEs).
- Identify importers, business numbers, commodities and importing patterns that may non-compliance threat
- Create and assign regional compliance verification cases
- Make referrals to the Priority Approval Committee (PAC) for consideration in issuing National Priorities

### Recommendation:

- Recognize this core delivery work as FB in alignment with inclusion statement 5
- *Recall: only core work, not entire function*



## ICECAP (Regional Operations)

### Business context:

- ICECAP officers are responsible for performing the risking duties at POEs, including working with BSOs, Superintendents, Intelligence Officers, Investigations Officers, and representatives of OGDs at POE(s) to identify high risk areas of non-compliance

### Key Work:

- All activities listed for Risking (Regional Operations), as well as:
  - Identify high risk areas and request ACROSS targets to be set up by EID
  - Respond to trade compliance issues identified by BSOs and determine legitimacy or simple error or larger non-compliance matters
  - Work with BSOs to conduct examinations as required
  - Monitor and respond to the Intellectual Property Right (IPR) referrals submitted through regional IPR inbox
  - Advise border staff on trade related program requirements

### Recommendation:

- Recognize this core delivery work as FB in alignment with inclusion statement 5
- *Recall: only core work, not entire function*



## Trade Appeals (HQ, Trade Recourse)

### Business context:

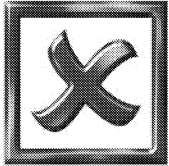
- Core work is to provide impartial and transparent appeal process to importers through the review of compliance verifications under appeal, and rendering of decisions.
- Also addresses appeal cases for prohibited weapons, AMPS and casual importations

### Key Work:

- Conduct of appeal process of disputed compliance verifications, including verifying all source documentation and samples and issuing decisions and rulings

### Recommendation:

- Recognize this core delivery work as FB in alignment with inclusion statement 2
- *Recall: only core work, not entire function*



## Licensing (HQ, TADP)

### Business context:

- Interpret legislation and regulations, provide operational guidance, develop policies and procedures as required for Five (5) commercial programs: Coasting Trade Program, Customs Sufferance Warehouse Program, Duty Free Shop Program, Customs Broker Licensing Program and Release Prior to Payment Program (See Appendix for details)

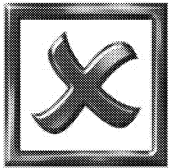
### Key Work:

- Develop program compliance monitoring frameworks and review participant compliance
- Review and provide input to text for Trade agreements
- Make changes to program policy instruments as required
- Develop decks, briefing notes for senior management, review MCs and Treasury Board Submissions on an as required basis
- Develop and maintain service standards for licensing programs

### Recommendation:

- Recognize this core policy/program work as PA in alignment with inclusion statement 2: the planning, development, delivery or management of government policies, programs, services or other activities directed to the public or to the Public Service
- *Recall: only core work, not entire function*





## Workload and Performance Management (Regional Operations)

### Business context:

- Responsible for assigning 'already risked' compliance verification cases to STOCs and periodic monitoring and reporting on the compliance verification process
  - Some regional Risk Management Units use a SOTC position for this administrative work

### Key Work:

- Develop a variety of spreadsheet tools to reconcile system generated reports
- Ensure data accuracy and integrity of reports
- Review and report on status of compliance verification against target timelines
- Develop a variety of communications tools, focused on understanding procedures and programs policies
- Maintain and update work plan document and identify available workload cycles
- Develop and maintain work performance measurement tools

### Recommendation:

- Recognize this business support role as PA in alignment with inclusion statement 2: the planning, development, delivery or management of government policies, programs, services or other activities directed to the public or to the Public Service



## Border Information Service– Tier 2 (Regional Operations)

### Business context:

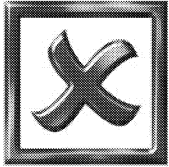
- Provides Tier 1 and 2 call-center service to Canadians on traveler and trade enquiries. BIS Tier 2 provides information on complex traveler or any trade related questions transferred from Tier 1. No decision making and must communicate that final decisions on any matter rest with the discretion of the designated authority (e.g., BSO, SOTC)

### Key Work:

- Respond to internal and external enquiries involving commercial and personal imports and exports and various programs information.
- Updating and maintaining template responses database.

### Recommendation:

- Recognize this core delivery work as PA in alignment with inclusion statement 2: the planning, development, delivery or management of government policies, programs, services or other activities directed to the public or to the Public Service



## Negotiations (HQ, TADP)

### Business context:

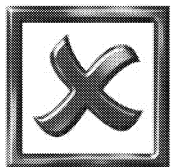
- Leads negotiations of the *Trade Facilitation and Origin Procedures chapters* in new Free Trade Agreements (FTAs) and in the modernization of current FTAs.

### Key Work:

- Draft negotiation positions for upcoming negotiations, including offensive/defensive/red lines for GAC for upcoming negotiations
- Work on language for FTAs - proposing successive text iterations negotiation groups
- Inform chief negotiator of potential issues and strategies for upcoming negotiations
- Provide daily snapshot briefs during negotiations (to provincial representatives on delegation meetings, Chief Negotiator, etc.)

### Recommendation:

- Discuss group allocation:
  - Does not align to any FB group Inclusion statement
  - Excluded from the PA group
  - Should this be included under 'planning' in the FB group definition?
  - Relativity is varied depending on core mandate of organization



## Trusted Trader - Custom Self Assessment (CSA) (Regional Operations)

### Business context:

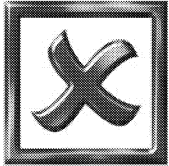
- National program under Commercial Trusted Trader, run within GTA region - designed to approve low-risk importers, carriers and registered drivers for expedited border treatment (CSA-eligible goods, registered drivers)
- CSA Senior Trusted Trader Officers conduct:
  - Part 1 – processing applications against a risk assessment matrix that includes import history and criminal convictions
  - Part 2 – Comprehensive review of importer records and internal controls

### Key Work:

- Initiate validation on CSA importers within 12 months of initial start date with revalidation every four years. Key activities include:
  - Analyze client data to confirm accounting and tax treatment, account security activity, compliance with all required CBSA program requirements.
  - Document findings for client and initiate corrective measures as required

### Recommendation:

- Recognize this core delivery work as PA in alignment with inclusion statement 2: the planning, development, delivery or management of government policies, programs, services or other activities directed to the public or to the Public Service



## Casual Refund (Regional Operations)

### Business context:

- Reviews and processes straightforward requests for tax refunds for goods returning to vendors for reimbursement, exports for e-commerce and for travelers returning from vacations. Tariff Classification, Valuation and Origin requests/matters are sent to SOTCs for review (B2 analysis). Decisions are made under the Customs Act (CA) and can be appealed.

### Key Work:

- Review and process claims over threshold, including:
  - Verify compliance within the CREDITS program.
  - Make determinations on and process tax refunds for goods returning to vendor for reimbursement.
  - Issue AMPS and penalties for non-compliance cases
  - Request payment for money owed
- Review and verify proof of credit and proof of exports for e-commerce and for travelers returning from vacations.

### Recommendation:

- Recognize this core delivery work as PA in alignment with inclusion statement 4: the planning, development, delivery or management of government policies, programs, services or other activities dealing with the collection of taxes and other revenues from the public.



## B2 Analysis and B2 Blanket (Regional Operations)

### Business context:

- Processes B2 requests for adjustment to commercial accounting declarations by importers. Option for large volume importers to use Blanket B2. Specific SOTCs are tasked with B2 review and determination over compliant submission and other SOTCs are assigned the processing of Blanket B2 Applications Processing

### Key Work:

- Review of documentation for admissibility and processing (forms data accuracy, sample request, verification and analysis)
- Issuing Detailed Adjustment Statement (DAS) in response to the adjustment request
- Decisions made by the SOTC are related to the acceptance or declination of the B2/B2 blanket
- There is no determination regarding the goods that were imported

### Recommendation:

- Recognize this core delivery work as PA in alignment with inclusion statement 4: the planning, development, delivery or management of government policies, programs, services or other activities dealing with the collection of taxes and other revenues from the public.



## Assessment (HQ, TADP)

### Business context:

- Responsible for B3 process and form (commercial accounting document for commercial goods of any value imported to Canada), which contains fields relating to full suite of trade programs and B2 form
- Responsible for Casual Refund Program and the Casual Refund Electronic Data Interchange Transaction System (CREDITS) -a streamlined process allowing authorized Canadian customs brokers to represent foreign sales companies and electronically submit casual refund claims.

### Key Work:

- Respond to enquiries, provide advice and guidance, training and technical instruction to internal and external stakeholders (including the five regional casual refund centers) on programs, policies, regulations and relevant trade agreement provisions related to B2 and B3
- Develop and manage policy surrounding the accounting for commercial goods entering Canada
- Process and make decisions on applications for customs brokers and foreign sales companies to use the CREDITS process

### Recommendation:

- Recognize this core delivery work as PA in alignment with inclusion statement 4: the planning, development, delivery or management of government policies, programs, services or other activities dealing with the collection of taxes and other revenues from the public.



## Trade Litigation

### Business context:

- Unit responsible for coordinating and researching information, and providing recommendations to the DoJ on appeals before the Canadian International Trade Tribunal (CITT), Federal Court of Appeal and Supreme Court of Canada, as well as judicial reviews on complex Trade issues at the Federal Court. The TLU issues redeterminations following the outcome of appeals.

### Key Work:

- Consults and collaborates with stakeholder parties to a variety of appeals, and provides advice on best course of action in given trade litigation scenario.
- Present and advocate CBSA positions on cases to the Department of Justice.
- Provide policy guidance to Programs Branches and Regions on ongoing appeals or the application of CITT and Court decisions.

### Recommendation:

- Recognize this core delivery work as PA in alignment with inclusion statement 2: the planning, development, delivery or management of government policies, programs, services or other activities directed to the public or to the Public Service



DRAFT FOR DISCUSSION PURPOSES ONLY



# APPENDIX



# Licensing Programs

**Coasting trade** refers to any commercial marine activity within Canadian waters. Above the continental shelf of Canada, these activities must be related to the transport, exploration or exploitation of the minerals and non-living natural resources of the continental shelf. The *Coasting Trade Act* supports Canadian marine interests by reserving the coasting trade of Canada to Canadian registered duty paid vessels, with limited exemptions. The legislation provides a process for importers to temporarily import a foreign or non-duty paid vessel on a duty-reduced basis under a coasting trade licence when a suitable Canadian-registered duty paid vessel is not available.

**Customs Sufferance Warehouse** program moves inspection activities away from the physical border and helps protect the health, safety and security of Canadians by ensuring unreleased goods do not enter the Canadian market. A key part of the CBSA's mandate is to risk assess and release all imported goods coming into Canada. The CBSA carries out these activities most often either pre-arrival or upon the goods' arrival at the border; however, in some cases, they can be done inland at licensed sufferance warehouses. The CBSA created the Sufferance Warehouse Program to help alleviate congestion at border points by allowing the in-bond goods to move inland to a licensed warehouse for short-term storage (maximum 40 days), pending examination, until the goods are released into the Canadian economy or exported from Canada.

**Duty free Shops** support tourism and were intended to attract more foreign visitors to Canada by offering tax and duty free savings on the purchase of goods prior to leaving the country. Because they are dealing with unreleased goods, the CBSA issues licenses to operate a duty free shop and conducts compliance verifications to ensure that goods imported duty and tax-free by shop operators are sold for export and do not enter the Canadian economy. They function similarly to Customs bonded warehouses for commercial goods and, for control purposes, are located at points of exit where CBSA Ports of Entry are located.

**Licensed Customs brokers** help facilitate the flow of lawful goods by using their knowledge and experience to interpret border and trade legislation and to help encourage increased compliance with border legislation thus requiring fewer GoC resources. In helping importers and exporters navigate the complex border and trade legislation, licensed customs brokers help ensure international trade is facilitated across Canada's border and Canada's population is protected from border-related risks. To protect public interest, licensed customs brokers must meet citizenship, age, and knowledge requirements as determined by the CBSA. In addition, they must be financially stable, post security and be of good character.

**Release Prior to Payment Privilege (RPP)** - while this is not a licensing program but trade facilitation, it has been slotted in Licensing as the officer who works on this also works on other licensing programs. In order to obtain Release on Minimum Documentation (RMD), an importer or broker must obtain RPP privileges. This privilege allows the release of goods prior to the payment of duties and taxes as well as deferred accounting and payment. To take advantage of this privilege, you must follow an application process, which includes posting an approved amount of security with the CBSA. This option is generally used by established importers with high import volumes. The RMD accounting option requires the electronic transmission of RMD release requests using the Electric Data Interchange (EDI) system with certain exceptions. Non-compliance with legislation or regulations can result in the loss of this privilege (suspension of RPP privileges) and may affect an importer or customs broker's ability to import goods.



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# Classification Renewal

Implementation Strategy

Appendices

Executive Committee (HR)

July 20, 2017

PROTECTION SERVICE INTEGRITY  
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PROTECTION • SERVICE • INTEGRITY

Canada



## Appendix A: Classification Renewal - Key Messages

- Classification renewal is taking place across the Public Service, and was prompted in July of 2015 with the introduction of the new Policy on Classification.
- Classification Renewal is not limited to reviewing the FB Group – we are reviewing every major function within the Agency to ensure that WDs and structures are well aligned.
- We anticipate most Agency employees will align well to end-state structures; situations that involve a change to classification will be reviewed carefully to ensure all factors are taken into consideration. Mitigation of impacts to employees is a priority.
- For employees, Classification Renewal means greater clarity, mobility and growth as employees will have up-to-date and accurate GWDs that align with their work.
- For managers, Classification Renewal simplifies processes by reducing HR administration, clarifies work expectations and competencies and provides flexibility to address changing priorities.

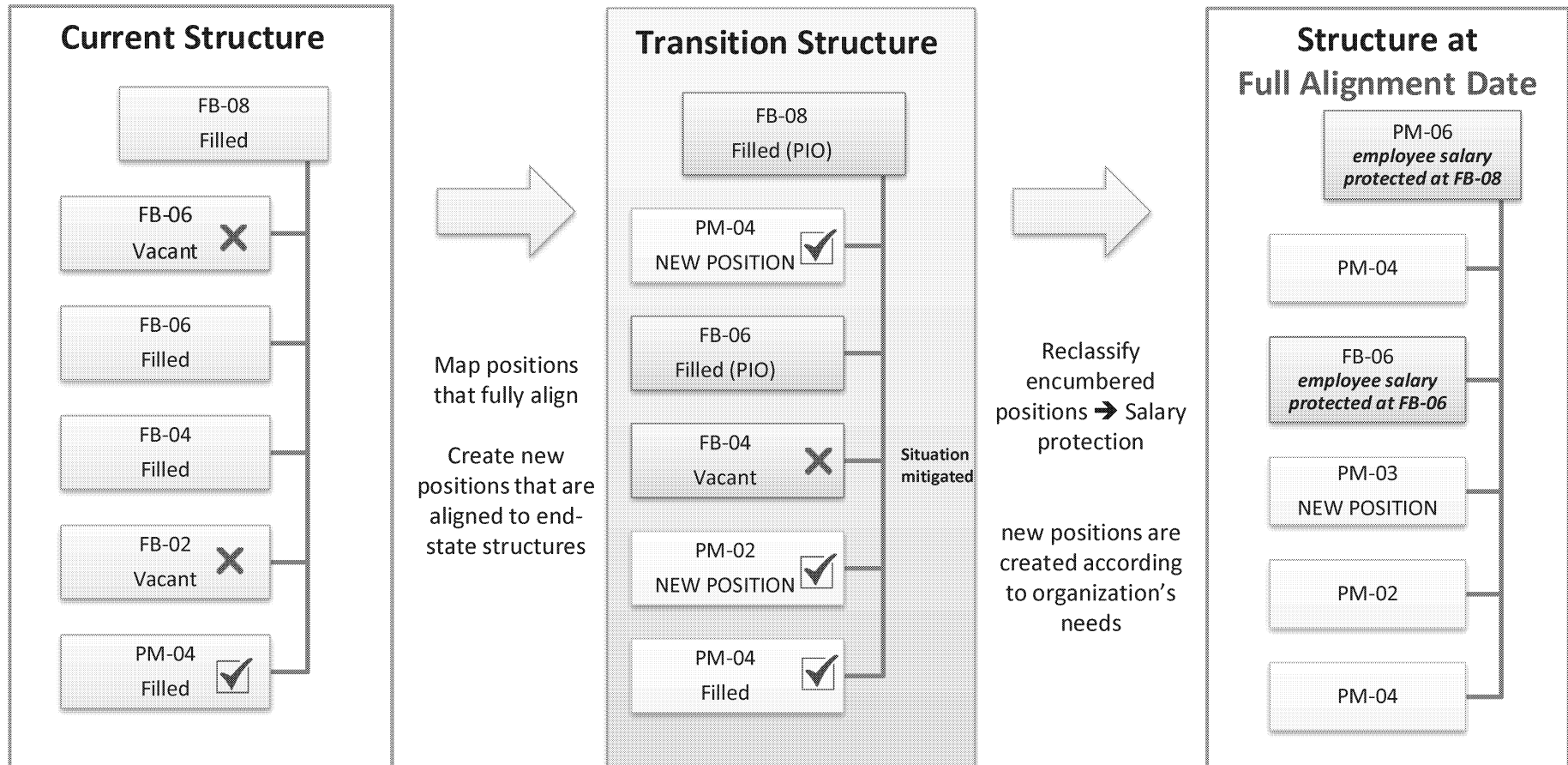


## Appendix B: Implementation Steps - Required for each activity or model

Products & Deliverables	Activities	Typical Timeframe
Issue scoping	<ul style="list-style-type: none"> <li>Sr. management consultations to identify potential issues</li> <li>Conduct preliminary analysis and review for Sr. Mgmt</li> <li>Calibration of issues required in some cases</li> </ul>	2 months
Management Discussions and Onsite Reviews	<ul style="list-style-type: none"> <li>Conduct preliminary discussions with line management to validate understanding of work</li> <li>Conduct on-site reviews for at least 10% of the population to get a representative sample of work</li> </ul>	4 - 6 months
Job mapping process and position impact analysis	<ul style="list-style-type: none"> <li>Identify and recommend updated GWDs that best fit the work being assigned → obtain management endorsement</li> <li>Conduct potential impact to positions and employees → connect with resourcing/LR</li> </ul>	1 month
Communication specific to area being reviewed	<ul style="list-style-type: none"> <li>Develop custom communication FAQs and key messages for target audience</li> <li>Communicate with employees → level of communication is contingent on proposed outcome</li> </ul>	6 - 10 weeks
Employee notification and position reclassification (as required)	<ul style="list-style-type: none"> <li>Issue employee notification and provide new GWDs</li> <li>Classification grievance rights are issued</li> </ul>	1 month



## Appendix C: Transitioning to end-state structures



**Note:** Indicated group and levels are for illustrative purposes only, and should not be construed as the end-state.



**Present Incumbent Only (PIO):** Existing position group and level only applies to the current incumbent of the position. Once the position is vacated, the position is delimited. Regular monitoring and reporting to the President is required.



## Appendix D: Comparison of FB Growth Rate

# of Encumbered FB Positions (Standard HQ Model)				
Job Title	G&L	Feb 2008	July 2016	June 2017
Manager, HQ	FB-08	116	146 25.9% ↑	128 -12.3% ↓
Sr. Program Advisor	FB-06	400	492 23% ↑	461 -6.3% ↓
Sr. Program Officer	FB-04	596	674 13.1% ↑	633 -6.1% ↓
Jr. Program Officer	FB-02	198	332 67.7% ↑	296 -10.8% ↓
<b>Total</b>		<b>1310</b>	<b>1644 25.5% ↑</b>	<b>1518 -7.7% ↓</b>

# of Encumbered FB Positions (Regional POE Model)				
Job Title	G&L	Feb 2008	July 2016	June 2017
Chief of Ops	FB-07	88	104 18.2% ↑	110 5.8% ↑
Superintendent	FB-05	628	669 6.5% ↑	691 3.3% ↑
Border Services Officer	FB-03	5246	5341 1.8% ↑	5348 .1% ↑
Officer Trainee	FB-02	--	369	317 -14.1% ↓
<b>Total</b>		<b>5962</b>	<b>6483 8.7% ↑</b>	<b>6466 -0.2% ↓</b>

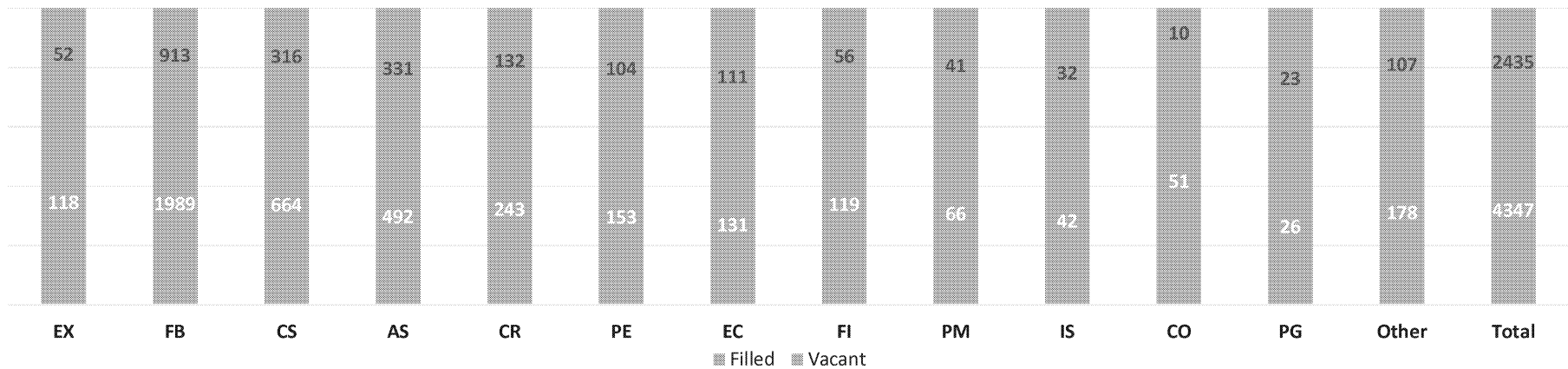
### Key Observations:

- Rate of growth in HQ greater than Regions
- # of encumbered FBs has decreased in HQ since 2016 – what are the reasons?
- Rate of growth of Manager and Chief positions greater than growth of working level positions both in HQ and Regions



## Appendix E: Classification Dashboard – HQ

Classification Breakdown – CBSA (HQ)



Potential Span of Control Issues

Branch	Number of EX-minus-1 employees with no subordinates		Number of EX-minus-1 employees with 1-4 subordinates	
IA&PE	0		4	2 EC-07; 2 FI-04
CAB	1	1 EC-07	1	1 EC-07
COMPT	3	3 FI-04	16	2 EC-07; 14 FI-04
HRB	2	1 EC-07; 1 FB-08	2	1 EC-07; 1 FB-08
ISTB	52	46 CS-04; 1 EC-07; 2 FB-08; 3 SE-RES-03	15	7 CS-04; 8 FB-08
PRG	7	1 EC-07; 6 FB-08	5	1 EC-07; 4 FB-08
OPS (HQ)	6	1 EC-07; 5 FB-08	1	1 FB-08

Vacancy Rate by Branch

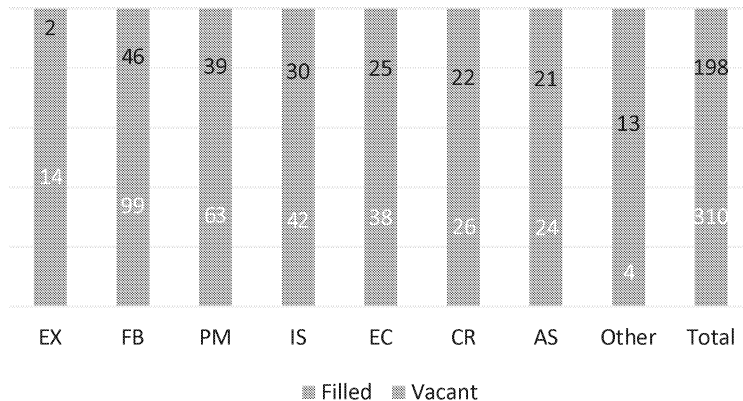
Directorate	# Vacant	Total	%
Legal Services	4	15	26.7%
Operations	343	1248	27.5%
Programs	323	1146	28.2%
Technology	769	2002	38.4%
Corporate Affairs	198	508	39.0%
Comptrollership	274	651	42.1%
IA&PE	32	75	42.7%
HRB	481	1119	43.0%
President's Office	11	18	61.1%
<b>Grand Total</b>	<b>2435</b>	<b>6782</b>	<b>35.9%</b>



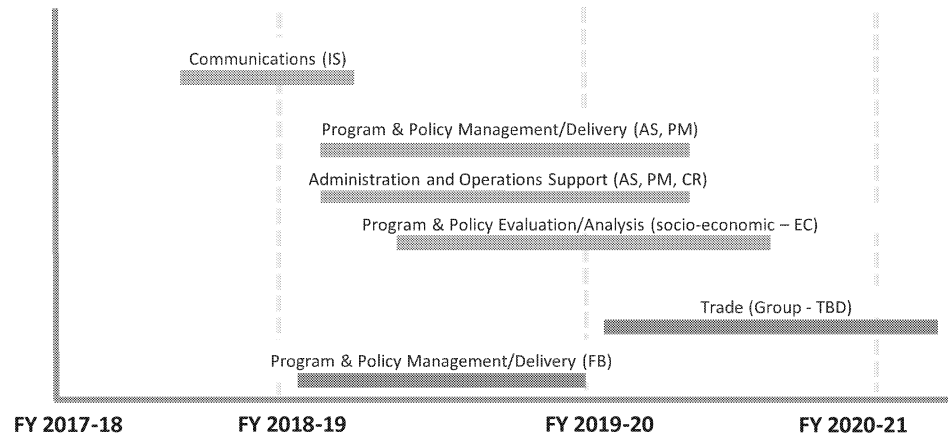


## Appendix F: Corporate Affairs Branch

**CAB - Classification Breakdown**



**Implementation Timeframe - CAB**



**Potential Classification Issues**

G&L	High Risk	TBD
FB-02	2	4
FB-04	6	34
FB-06	8	5
FB-08	1	5
<b>TOTAL</b>	<b>17</b>	<b>48</b>

**Destination groups:** AS, PM or EC

**TBD** refers to positions in Trade Recourse/appeals

**Note:** Potential group allocation issues within EC Group

**Span of Control:** 1 EC-07 without reports

**Vacancy Rate by Directorate**

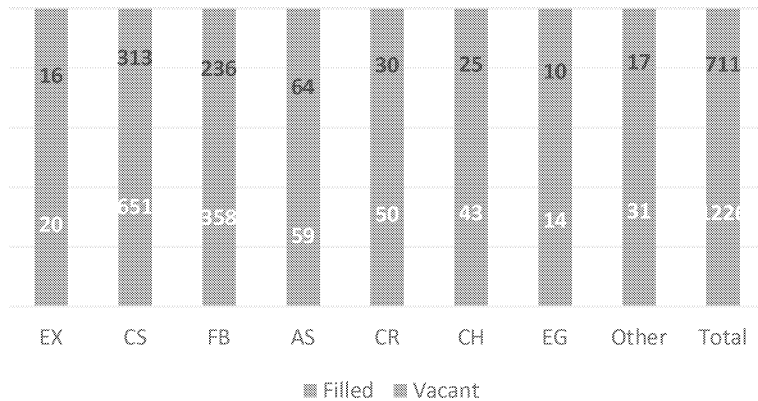
Directorate	# Vacant	Total	%
Communications	38	93	40.9%
Corporate Planning and Reporting	24	63	38.1%
Corporate Secretariat	85	190	44.7%
Recourse	47	155	30.3%
Vice-President CAB	4	7	57.1%
<b>Grand Total</b>	<b>198</b>	<b>508</b>	<b>39.0%</b>

\*Positions that are not going to be staffed in the next year should be deactivated

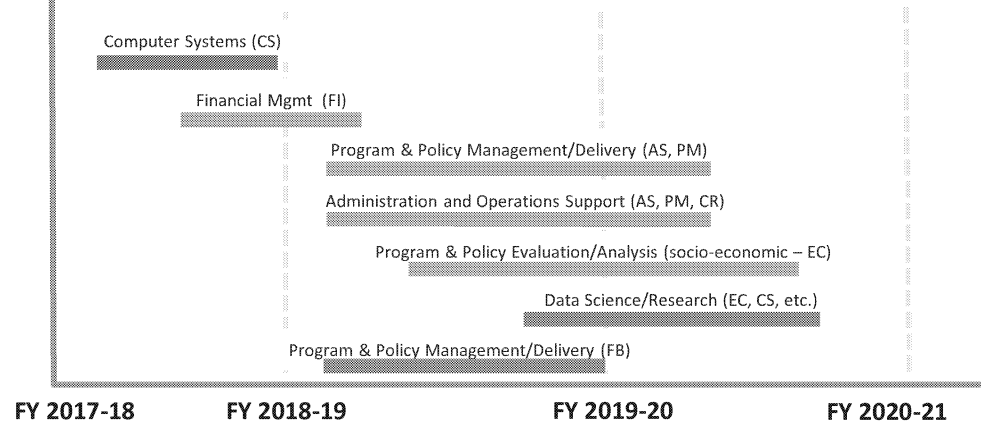


## Appendix G: Information Science and Technology Branch

**ISTB - Classification**



**Implementation Timeframe - ISTB**



### Potential Classification Issues

Group Allocation:		Span of Control (less than 4 subordinates):	
G&L	High Risk	G&L	# Positions
FB-02	65	CS-04	53
FB-03	2	EC-07	1
FB-04	152	FB-08	10
FB-06	108	SE-RES-03	3
FB-08	31	TOTAL	67
TOTAL	358		

### Vacancy Rate by Directorate

Directorate	# Vacant	Total	%
Business Applications Service Directorate	145	485	29.9%
Business, Corporate Projects & Portfolio Mgmt	47	89	52.8%
CARM	42	89	47.2%
Commercial Projects	101	266	38.0%
DG Enterprise Architecture & IM	64	152	42.1%
DG Science and Engineering	76	193	39.4%
Enterprise Services	189	476	39.7%
Travellers	100	241	41.5%
VPO	5	11	45.5%
TOTAL	769	2002	38.4%

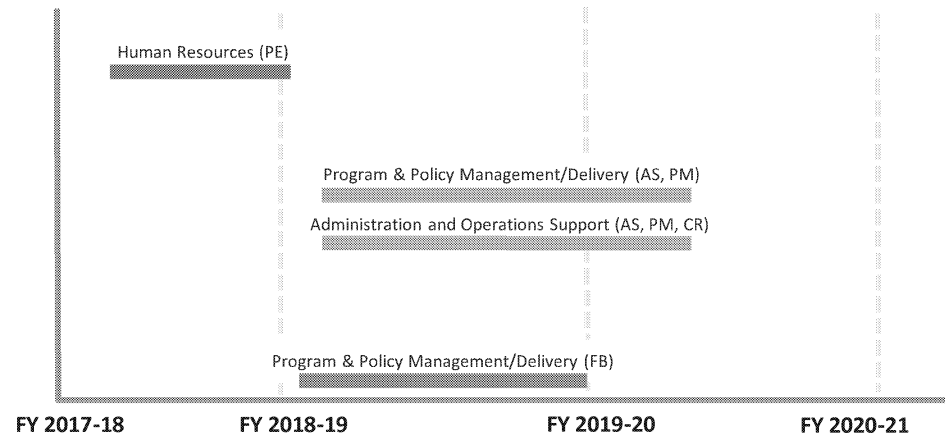


## Appendix H: Human Resources Branch

Human Resources Branch



Implementation Timeframe - HRB



### Potential Classification Issues

Group Allocation			Span of Control
G&L	High Risk	TBD	
FB-02	5		1 x EC-07 - 1 x FB-08
FB-03	1		
FB-04	12	5	<b>Note:</b> PE GWDs and models are being used in ~80% of HR Function
FB-06	13	7	
FB-08	5	2	
PE-02		1	
PE-04		5	
PE-05		1	
<b>Total:</b>	<b>36</b>	<b>14</b>	

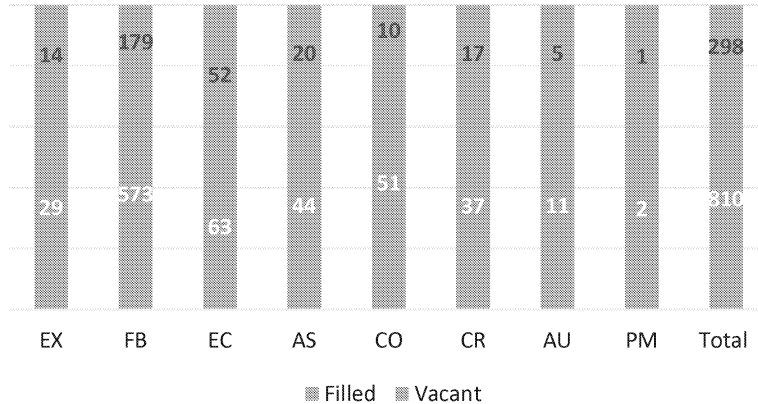
### Vacancy Rate by Directorate

Directorate	# Vacant	Total	%
Exec. Group Services & Talent Mgmt	14	43	32.6%
DG HR Programs	76	230	33.0%
Branch Planning and Integration	2	8	25.0%
LR and Compensation, Values and Ethics	56	121	46.3%
Training and Development	326	707	46.1%
VPO	7	10	70.0%
<b>Total</b>	<b>481</b>	<b>1119</b>	<b>43.0%</b>

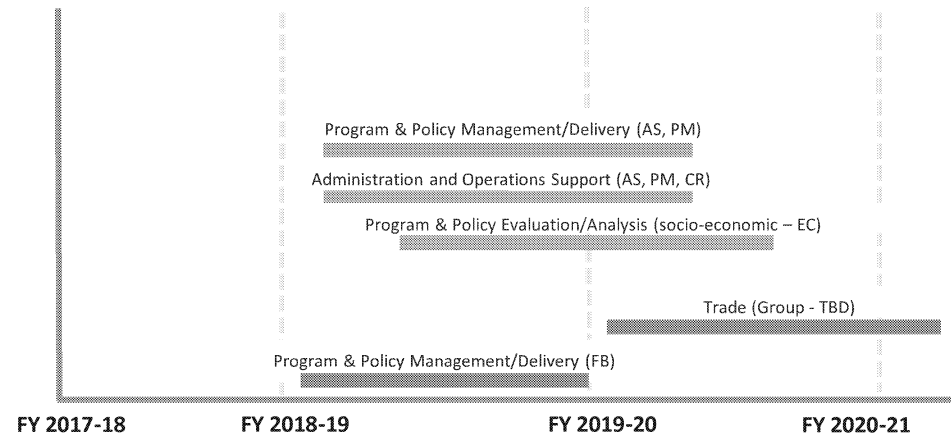


# Appendix I: Programs Branch

Programs Branch



Implementation Timeframe – Programs Branch



## Potential Classification Issues

Group Allocation			Span of Control (less than 4 subordinates):	
G&L	High Risk	TBD	G&L	# Positions
FB-02	18	58	FB-08	10
FB-03		3	EC-07	2
FB-04	31	123	<b>Total</b>	<b>12</b>
FB-06	31	78		
FB-08	10	26		
<b>Total:</b>	<b>90</b>	<b>288</b>		

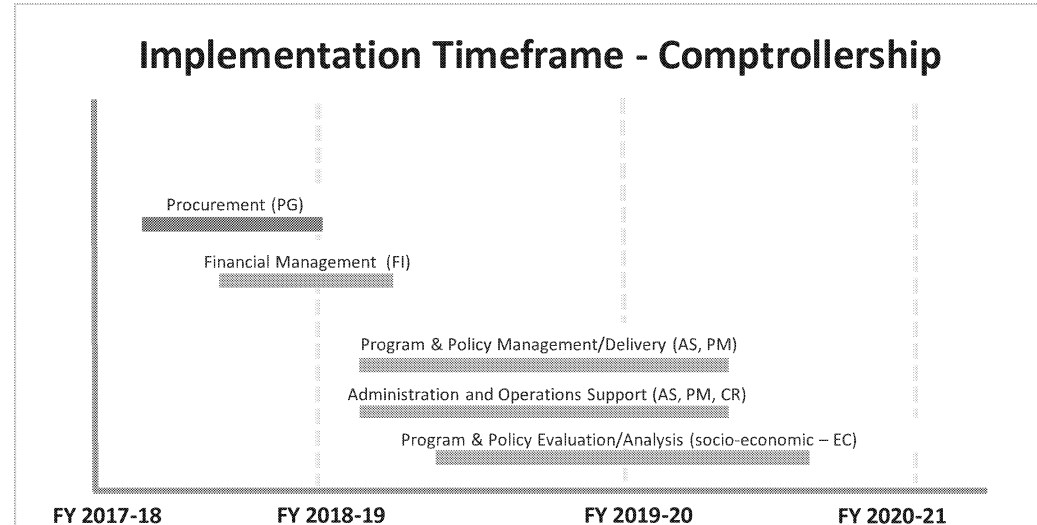
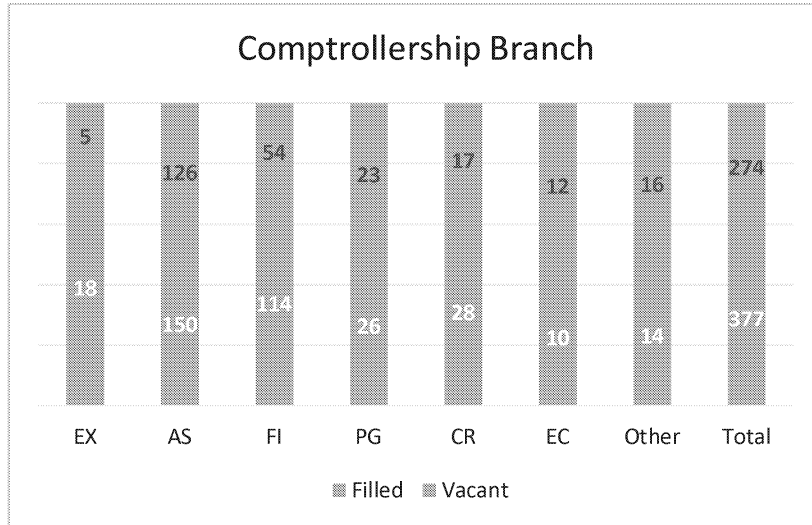
Destination groups: AS, PM or EC

## Vacancy Rate by Directorate

Directorate	# Vacant	Total	%
Commercial Program Integrations	68	214	31.8%
Commercial Transformations	14	80	17.5%
DG Border Programs	9	11	81.8%
DG Enforcement & Intelligence Programs	60	188	31.9%
DG International & Partnerships	3	6	50.0%
DG Pre-Border Programs	9	14	64.3%
Global Border Management & Data Analytics Directorate	34	138	24.6%
Trade And Anti-Dumping Program Directorate	51	225	22.7%
Traveller Program Integrations	40	163	24.5%
Traveller Transformation	32	96	33.3%
VPO	3	11	27.3%
<b>Total</b>	<b>323</b>	<b>1146</b>	<b>28.2%</b>



## Appendix J: Comptrollership Branch



### Potential Classification Issues

**Span of Control**  
(less than 4 subordinates):

G&L	# Positions
FI-04	14
EC-07	2
AS-06	6
<b>Total</b>	<b>22</b>

#### Functional Management:

- Regional inconsistencies in management of comptrollership files such as real property, infrastructure, procurement etc.

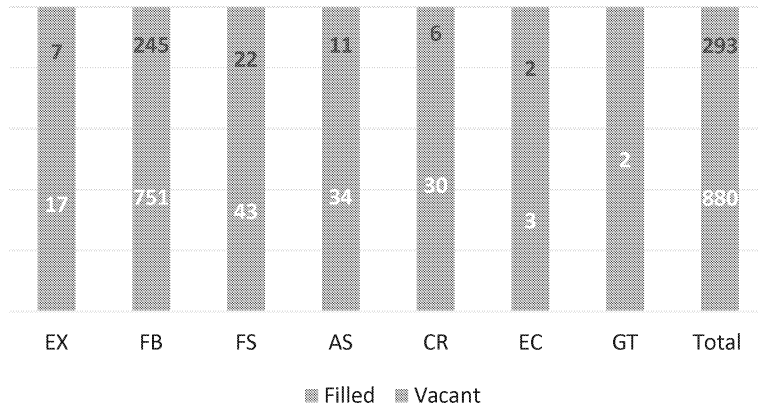
### Vacancy Rate by Directorate

Directorate	# Vacant	Total	%
Departmental Comptroller	68	170	40.0%
Deputy Chief Financial Officer	37	118	31.4%
DG Security & Professional Standards	34	119	28.6%
National Real Property And Accommodations	48	88	54.5%
Strategic Procurement And Material Management	49	94	52.1%
Transformation & Border Infrs. & Renewal	15	30	50.0%
Vice-President Comptrollership Branch	4	6	66.7%
Vice-President Comptrollership Branch - TO	19	26	73.1%
<b>Total</b>	<b>274</b>	<b>651</b>	<b>42.1%</b>

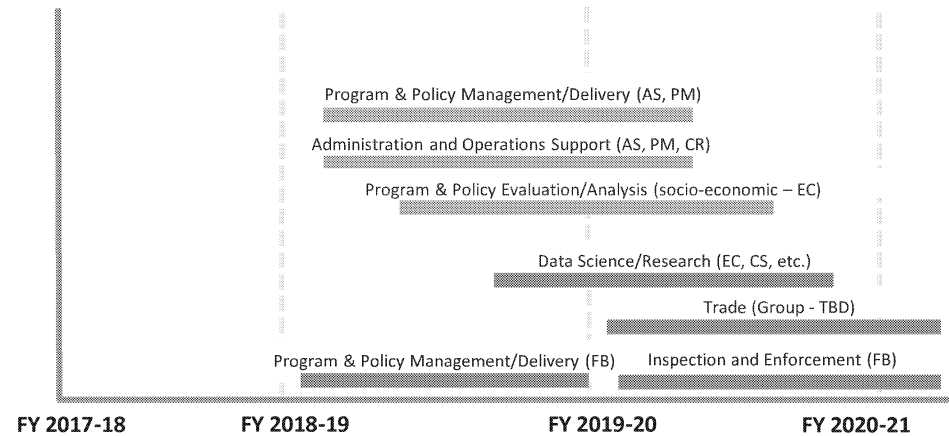


## Appendix K: Operations Branch (HQ)

Operations Branch HQ



Implementation Timeframe – OPS HQ



### Potential Classification Issues

Group Allocation			Span of Control (less than 4 subordinates):	
G&L	High Risk	TBD	G&L	# Positions
FB-02	38	20	EC-07	1
FB-04	57	30	FB-08	6
FB-06	41	36	<b>Total:</b>	<b>7</b>
FB-08	15	7		
<b>Total:</b>	<b>151</b>	<b>93</b>		

Destination groups: AS, PM or EC

### Vacancy Rate by Directorate

Directorate	# Vacant	Total	%
DG Border Operations	60	227	26.4%
DG Enforcement And Intelligence Operations	65	221	29.4%
DG National Border Operations Centre	133	496	26.8%
Director General International Region	82	293	28.0%
VPO	3	11	27.3%
<b>Total</b>	<b>343</b>	<b>1248</b>	<b>27.5%</b>

\*Positions that are not going to be staffed in the next year should be deactivated



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# Classification Renewal

## Implementation Strategy

HR Executive Committee  
July 20, 2017

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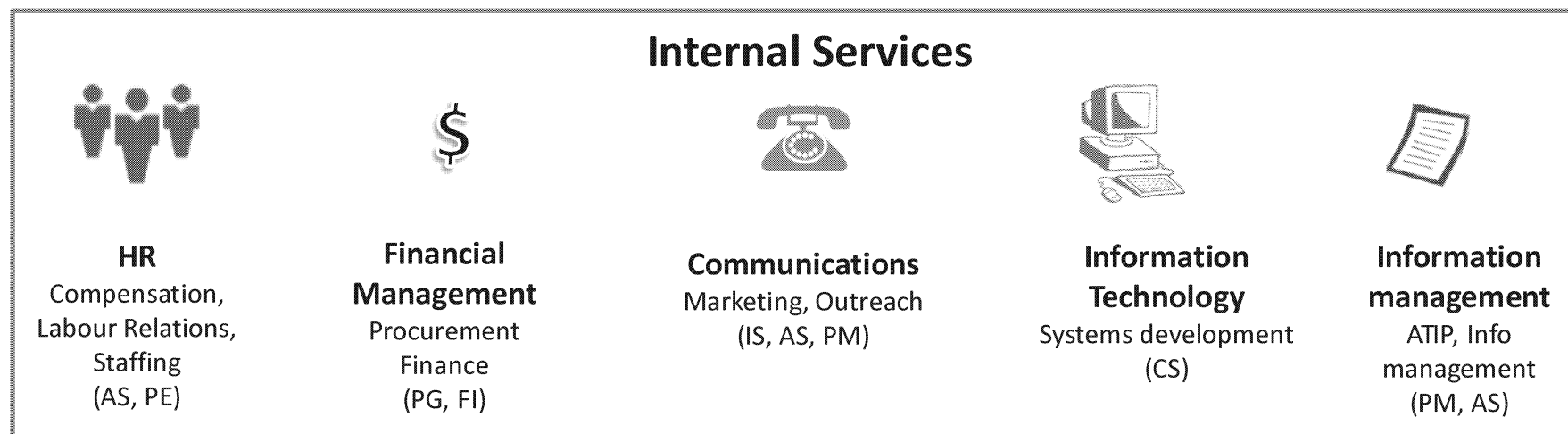
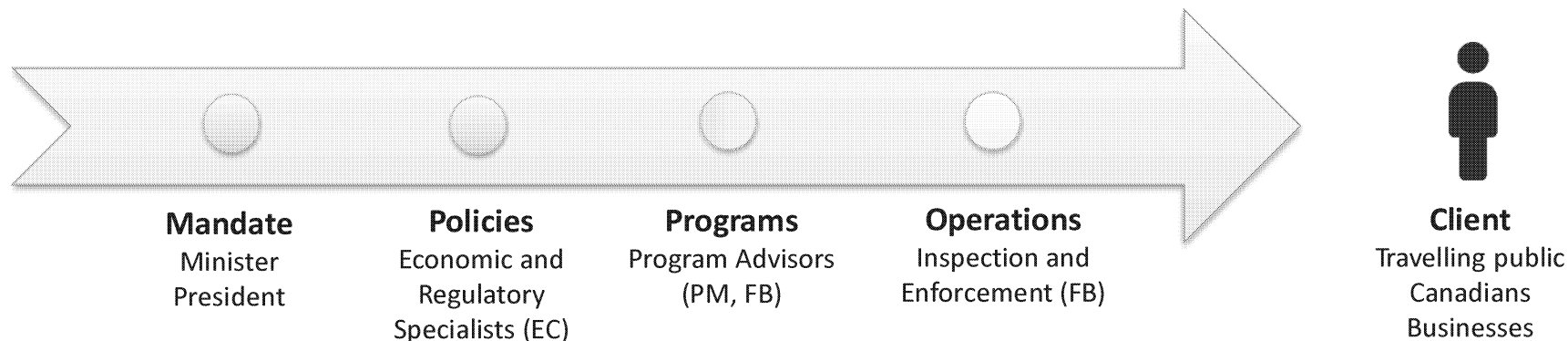
# Objectives

1. **Provide an overview of the implementation strategy**
  - Sequence, risks, mitigation, and levels of effort required
2. **Discuss proposed containment measures for approval**
  - How can we best minimize future classification liabilities?
3. **Provide an overview of the communication strategy**
  - **Short to medium term objectives:** Obtain employee understanding and contain stress levels
  - **Long term objectives:** Promote long term benefits and overall workforce management vision



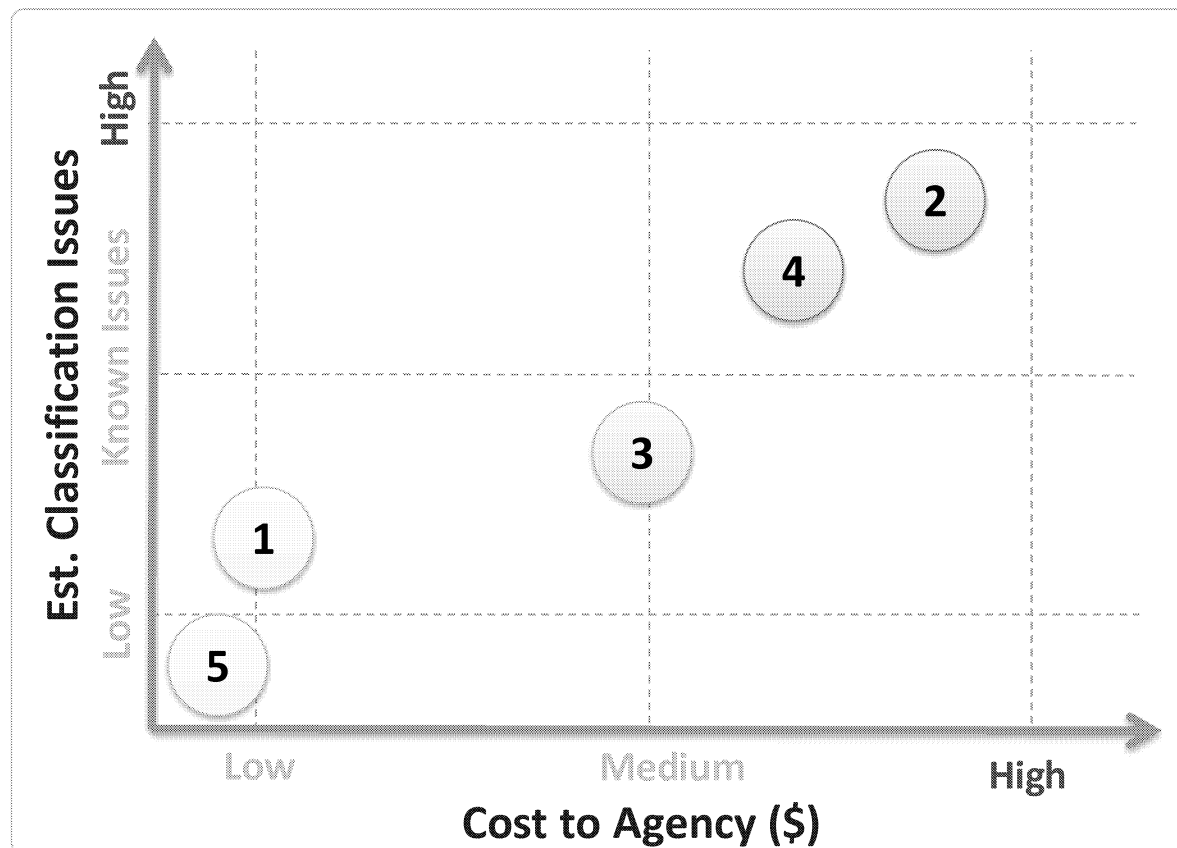


# Primary Purpose within the Border Management Continuum



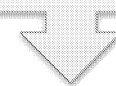


# Primary Purpose of Work



1. Inspection and Enforcement (FB)
2. Administration and Operations (PA)
3. Program and Policy (FB)
4. Program and Policy (PA)
5. Internal Services (PE, FI, IS, PG, CS)

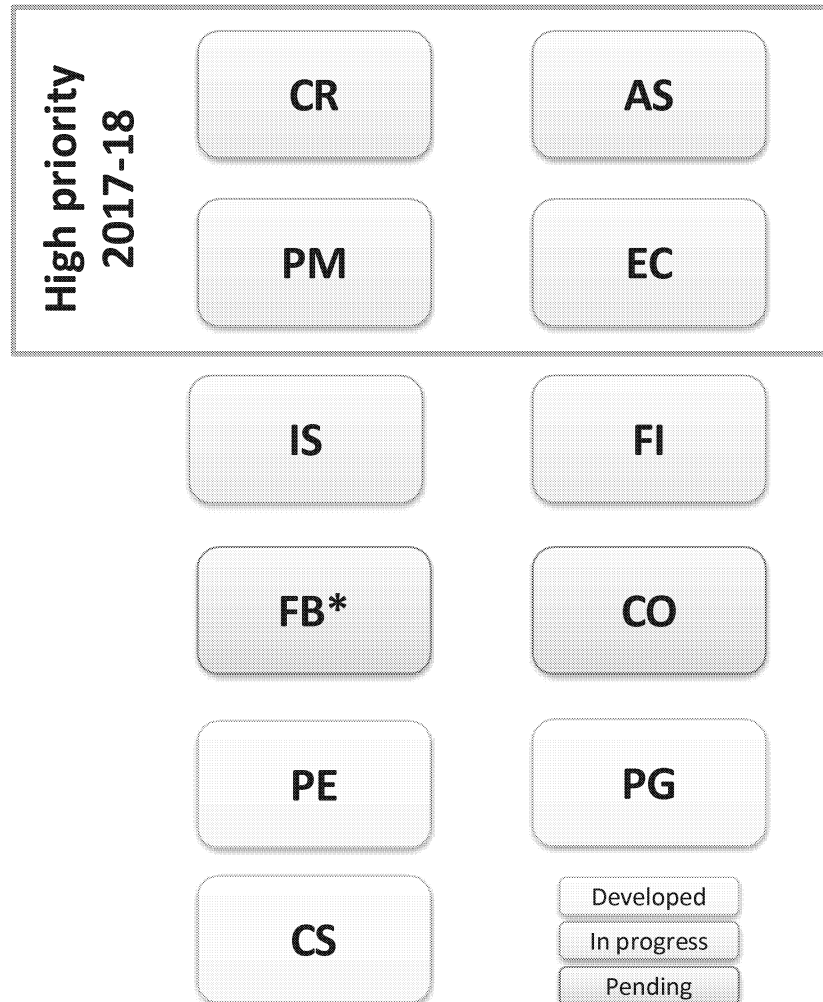
**Employees are compensated according to the work assigned**



Availability of accurate Generic Work Descriptions (GWDs) at all groups and levels



## Developing Destination Work Descriptions



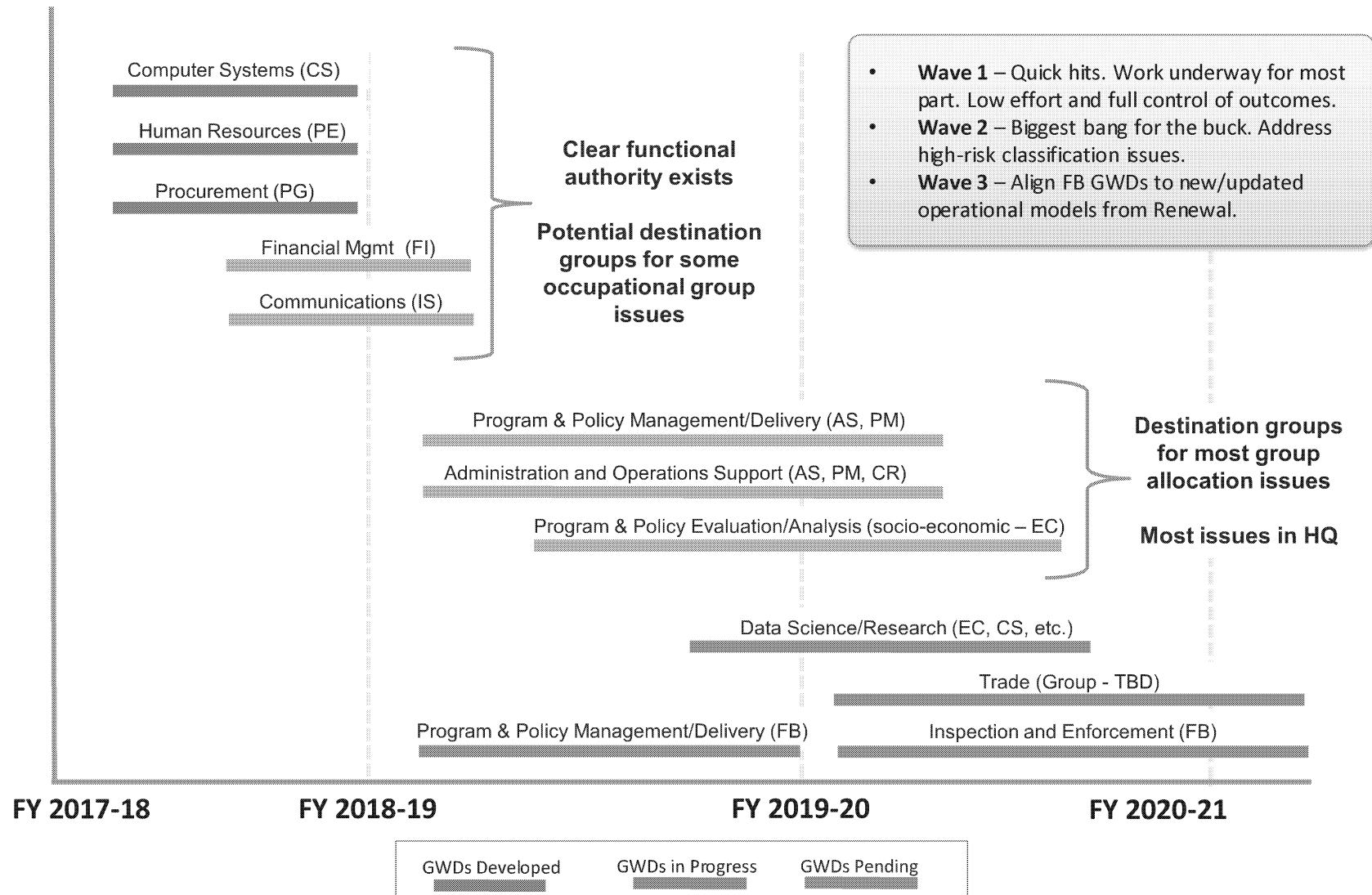
Group	# of WDs 2017	Target # of GWDs	Target
AS	221	24	2017-18
CR	133	13	2017-18
PM	22	14	2017-18
EC	26	16	2017-18
FB	49	26	2018-19
CO	6	6	2018-19
FI	29	5	2017-18
PG	11	8	2017-18
IS	19	6	2017-18
PE	36	17	NA - TBS
CS	70	39	NA - TBS
<b>Total</b>	<b>622</b>	<b>174</b>	

GWDs launched in **Beta** mode to allow for live consultation and will be adapted as required.

This minimizes risk of job content grievances

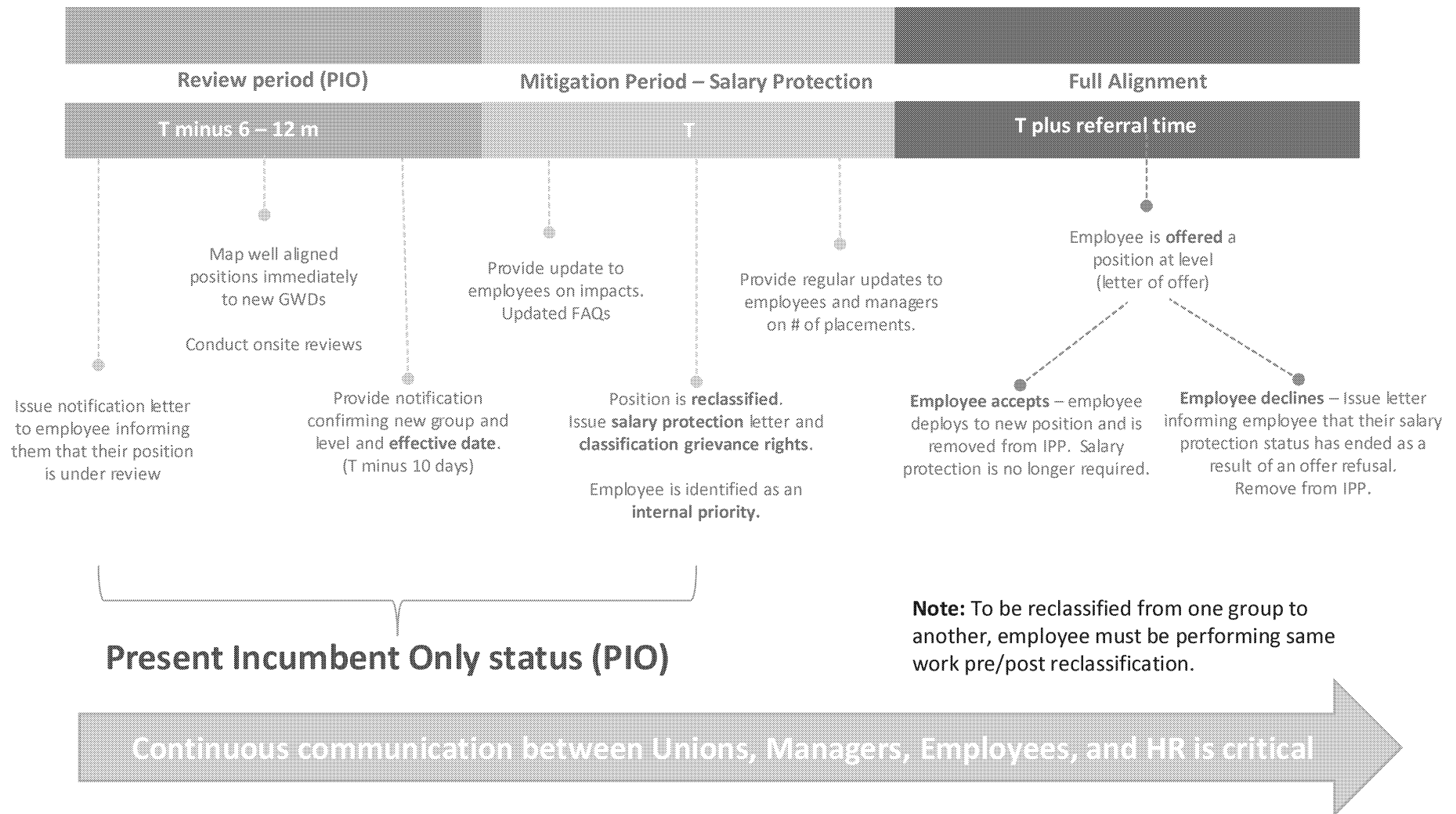


# Job Implementation Timeframe





# Implementation Phases and Timeframes





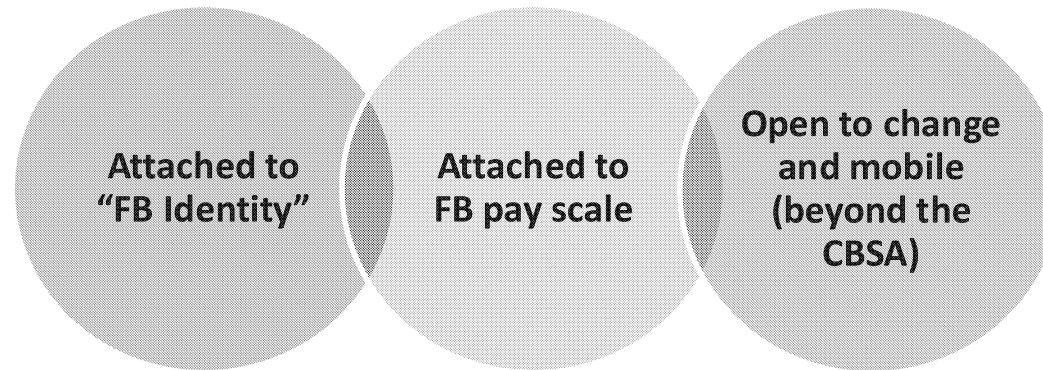
## Potential Financial Savings (HQ)

	High-risk cases		Medium-risk (TBD)		
	# of positions	Potential Savings	# of positions	potential Savings	Total
CAB	17	\$152,774			\$152,774
HR	36	\$357,059	14	\$154,773	\$511,832
ISTB	359	\$2,645,985			\$2,645,985
PRG	90	\$562,001	202	\$1,212,791	\$1,774,792
OPS(HQ)	151	\$1,204,581	93	\$769,980	\$1,974,561
Uniform Allowance		\$816,250		\$386,250	\$1,202,500
Total	653	\$5,738,650	309	\$2,523,794	\$8,262,444

Savings are only realized upon employees leaving their current positions.



# Placement Strategies



## Tools and Mechanisms:

1. **Career Survey** – Impacted employees complete a survey or meet with an HR advisor to discuss future career objectives
2. **Internal Priority Management** – Impacted employees will be centrally managed, and referred to hiring managers
3. **Proactive Soliciting** – Employees can volunteer to be marketed to select OGDs

## Supporting Measures:

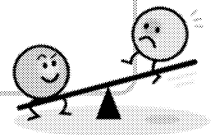
1. **On-the-job training** – Hiring managers to offer on-the-job training to employees
2. **Formal Training** – Skills training/upgrading offered to certain employees (e.g. employees who want to return to frontline) (source of fund TBD)
3. **Career Counselling** – Employees provided with support on resume writing, interview skills, etc. to facilitate self-promotion



# Proposed Containment Measures

Commit to fixing the problem, not growing it – minimize future liabilities

Management Led and HR Facilitated



## EC Decision Required:

1. Delete **vacant** positions (high risk classification, or no staffing need)
2. Create all **new** positions at the **right** groups and levels
3. Use **temporary** staffing measures to meet immediate operational demands

Measures



Full suite of GWDs not currently available

Position creations take longer than what managers are used to

Employees doing same work but classified differently

Fear that 'right classification' is not enticing for recruitment

Management Challenges



Open communication with current and future staff

Partner with HR to develop resourcing strategy and plan

Take balanced risks (e.g. create a new position at the right level, despite WD being outdated)

Be consistent in decisions made across the organization

Mitigation







# Communications Strategy Overview

## Information Sharing

- » **Atlas and Classification Wiki** – Share general information
- » **Management:** Share information specific to employee needs
- » **Management led Town halls/Webinars:** used to address and respond to employee questions.

- » Provide general information
- » Reduce employee stress
- » Respond to question *“What will happen to me”*

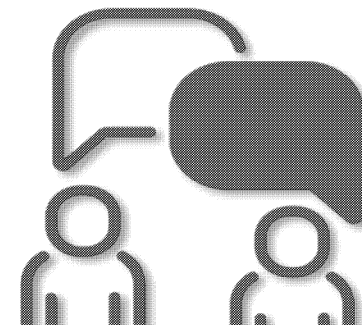
## Engagement

- » **Onsite reviews** - Used to learn more about Agency jobs.
- » **GWD consultations** – Engage stakeholders to ensure validity
- » **Evaluation committees** – Managers to evaluate jobs
- » **Ad-Hoc working groups** – established as required to address project needs
- » **Stakeholder engagement** (e.g. unions, central agency)

- » Ensure key stakeholders are involved throughout process
- » Continuously improve products through engagement

## Training & Awareness

- » **Required Classification training** (P930) for managers with Classification Authorities
- » **Tools and Resources** will be developed and shared with employees to demystify classification and its related processes





## 6-month Outlook: What to Expect in HQ?

### Planning and Communication

- Prepare branch level Classification Renewal action plan (e.g. transition plan)
- Start employee scan (e.g. qualifications, likelihood of placement)
- Issue manager information kit – Key messaging and FAQs
- Conduct branch level townhalls for managers and employees in HQ with branch management
- Provide update on placement strategies and mechanisms, with estimated potential savings by year.
- Provide management with clear indication of destination groups and levels

### Implementation and roll out

- Work with functional leads to develop action plan to complete Wave 1
- Notification letters provided to employees in high-risk classification areas informing them that their position is under review
- Implement containment measures (if approved by EC)
- Beta-testing of new AS Generic work descriptions in business/program streams

### Reporting and Monitoring

- Quarterly reporting to BMTs and existing governance committees
- Add to Annual Performance Summary (APS)



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# Classification Renewal

## HR Executive Committee

September 2018

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# Purpose

- To provide an update on the Classification Renewal Initiative
- To provide an update on the review of the Trade function



# What We Have Done / What We Are Doing

## Executive Committee

- **September 2016** – Project Approval
- **June 2017** – Update
- **July 2017** – Implementation Plan & Containment Measures
- **February 2018** – Review of Containment Measures & Request for Resources
- **March 2018** – FIMC – Request for additional funding

## Consultation

- **April 2017** – Executive Workshops
- **Summer 2017** – All Branch Management Tables and Directorate Management Tables briefed
- **January & June 2018** – LMEX (PSAC & CIU) briefing

## Recently Established

- **March 2018** – Inclusion of Classification Renewal's implementation targets in PMAs for 2018-2019
- **June 2018** – First meeting of the DG Advisory Committee for Classification Renewal



## Containment Measures – Today

Delete **vacant** positions (high risk classification, or no staffing need)

Create all **new** positions at the **right** groups and levels

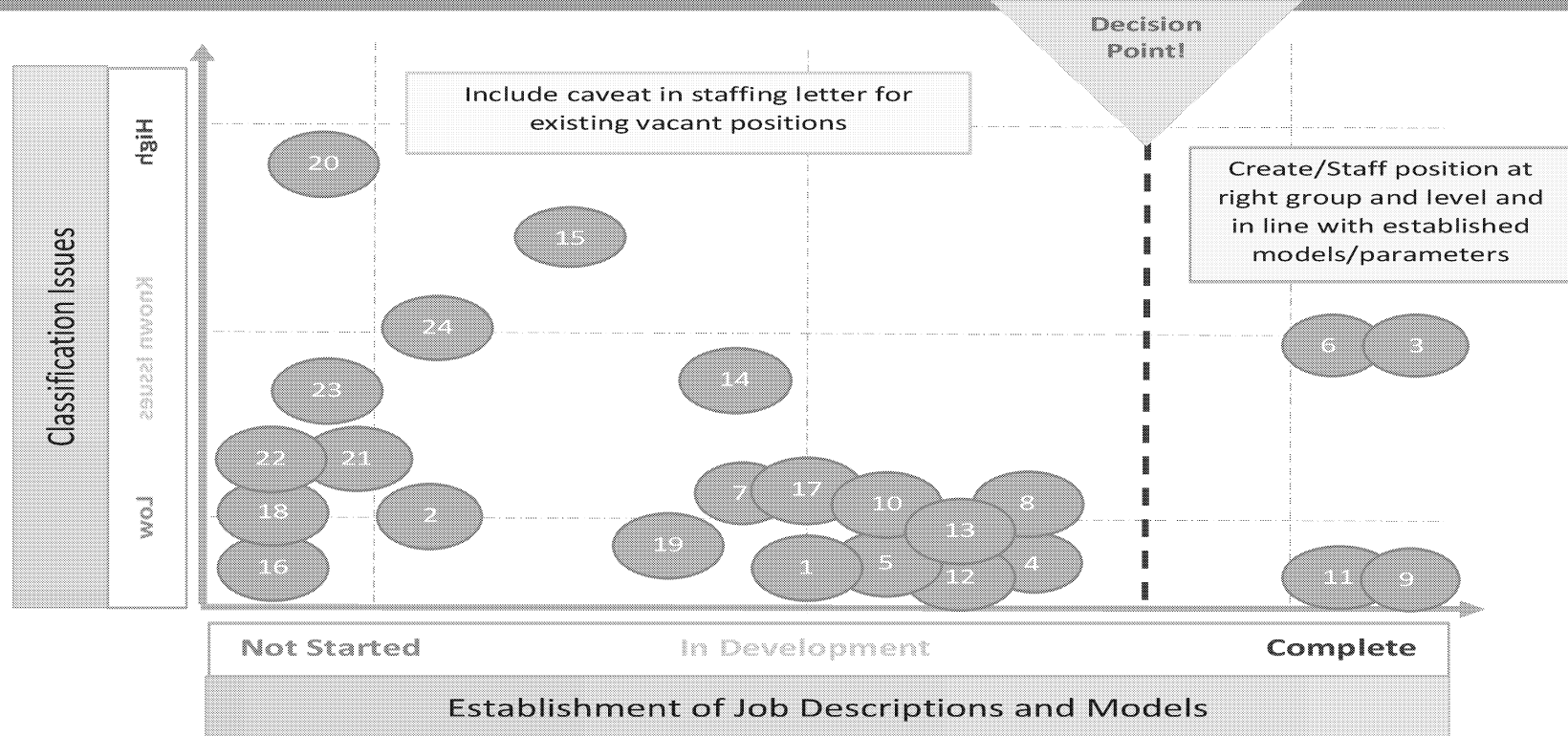
When staffing **at-risk** positions, the letter of offer **must** contain the below paragraph

Feb.  
2018

*“Please note that the classification of this position is currently or will shortly be subject to review as part of the Classification Renewal Initiative. In the event that this review would result in a change to the classification of your position to a group and/or level having a lower attainable maximum rate of pay, the relevant salary protection provisions of your collective agreement and/or the Treasury Board Directive on Terms and Conditions of Employment, will apply.”*



## Transition from Staffing using the Caveat in the Letter to Staffing in line with Established Models



	1	PG – Procurement	7	AS/PM – Project	13	CR – Business Support	19	CO Generics
	2	PG – Material Mgmt.	8	AS/PM – Service Mgmt.	14	Exec. Outer Office	20	FB – Ops. Programs
	3	CS – IT	9	AS/CR - ASR	15	EC Socio-Eco Policy	21	Perf. Measurement
Wave 1	4	IS – Communications	10	AS - Business	16	EC – Legal Services	22	FB Frontline
Wave 2	5	FI - Finance	11	PM – ATIP Operations	17	AS/PM – Program/Policy	23	Data Analytics
Wave 3	6	PE Generics	12	CR - Program Support	18	Call Centre	24	Trade





# Progress to Date

What we are doing is making a difference

## Vacancy Management

- Eliminated 700+ positions since Jan 2018 (vacant 2 years +)
- Target to get to 10 to 15% (TBS Directive)
- Leverage future Branch Staffing Plans, for example:

**FTE = 0**  
**Planned FTE = 0**  
**= Delimit**

**Decision Point!**

## Standardized Job Descriptions

- Eliminated 23 obsolete jobs
- Implemented **CS** (93%) and **PE** (85%) community generics
- Suites for **AS, CR, EC, FI, IS, PG** and **PM** developed or being implemented
- ATIP operations implemented
- Streams of work identified and JDs progressing

## Organizational Models

- Future state models for ISTB developed (CS) or being developed (portfolios)
- ASR model for direct admin support in place
- Leveraging existing models and parameters, where possible

## Cost Avoidance

- From December 2017 to January 2018 identified potential cost avoidance of \$1.5M in future salary liability (proof of concept)





# Timelines

ECLA – July 2017

## Wave 1 : Internal Services (*ongoing*)

Computer Systems (CS)

Human Resources (PE)

Procurement (PG)

Financial Mgmt (FI)

Communications (IS)

**Wave 1** – Quick hits. Work underway for most part.

**Wave 2** – Address high-risk classification issues.

**Wave 3** – Align FB SJDs to new/updated operational models from Renewal.

Support to Functionalization

Support to Nationalization

## Wave 2 : Policy, Program and Administration (*in preparation*)

Program Management/Delivery (AS, PM)

Administration and Operations Support (AS, PM, CR)

Program & Policy Evaluation/Analysis (EC)

## Wave 3 : Border Services and Others

Data Science/Research (EC, CS, etc.)

Trade (Group - TBD)

Program Management/Delivery (FB)

Inspection and Enforcement (FB)

FY 2017-18

FY 2018-19

FY 2019-20

FY 2020-21

SJDs implemented

SJDs in development

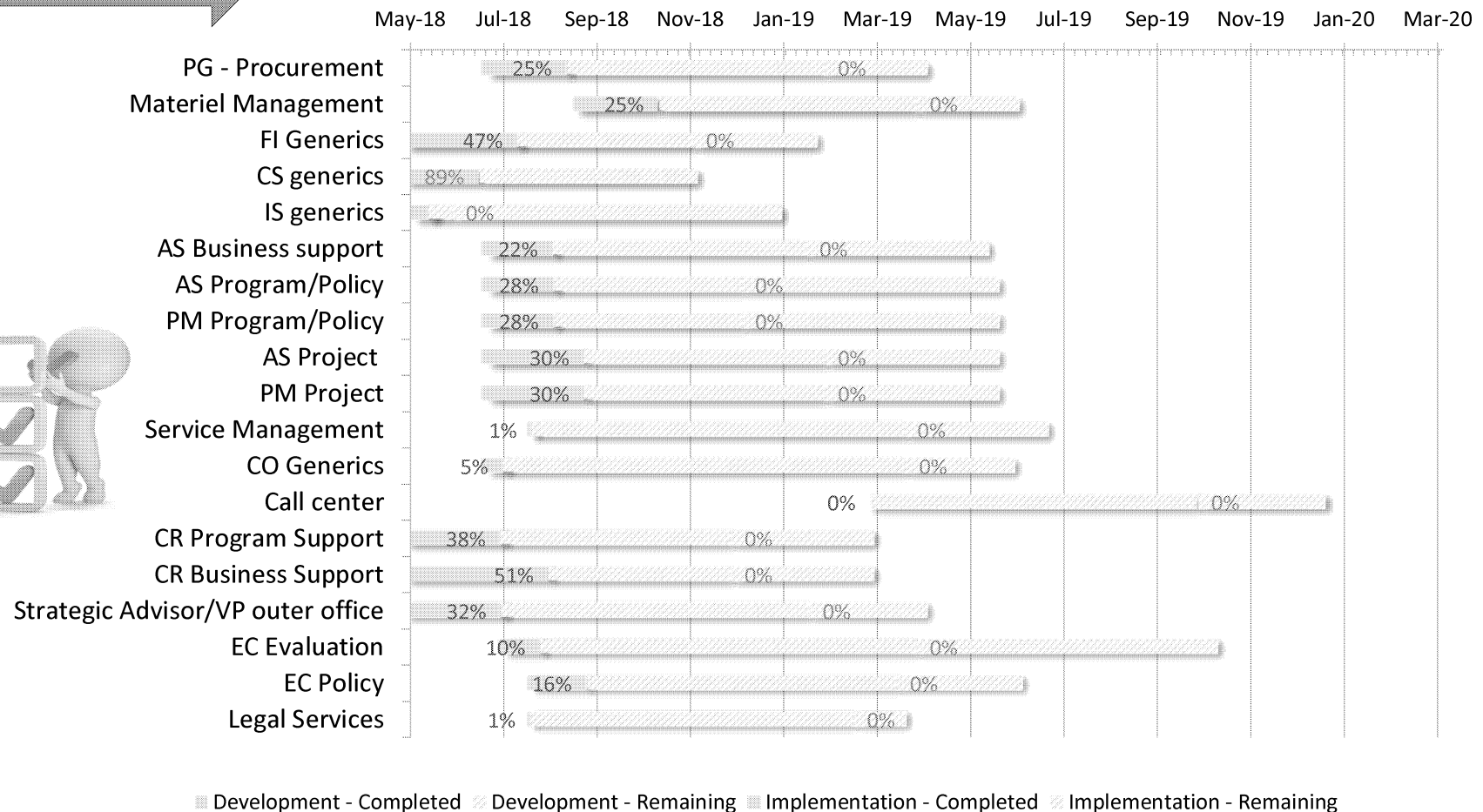
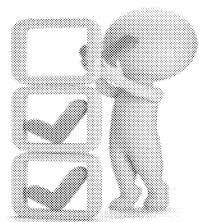
SJDs pending

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# Development and Implementation of Job Descriptions and Organizational Models

Waves 1 & 2





# What is to Come – Reclassification and Salary Protection

**Salary protection in cases of reclassification:** Employees continue to receive any salary revisions/increments, merit increases/award based on the provisions specified for their former group and level, provided that they are represented by the **same bargaining agent**.

Salary protection **ceases** when one of the following instances occurs:

1

**Deployment:**

Employee deploys to a position where the maximum rate of pay is equivalent or higher than his/her salary protected group and level.

2

**Beneficial Salary Change:**

The salary of the position's group and level is subject to a **salary review**, and the maximum rate of pay is at or above the maximum rate of pay of the employee's salary protected group and level.

3

**Voluntary demotion:**

The employee **accepts an appointment or transfer** to another position for which the maximum rate of pay is lower.

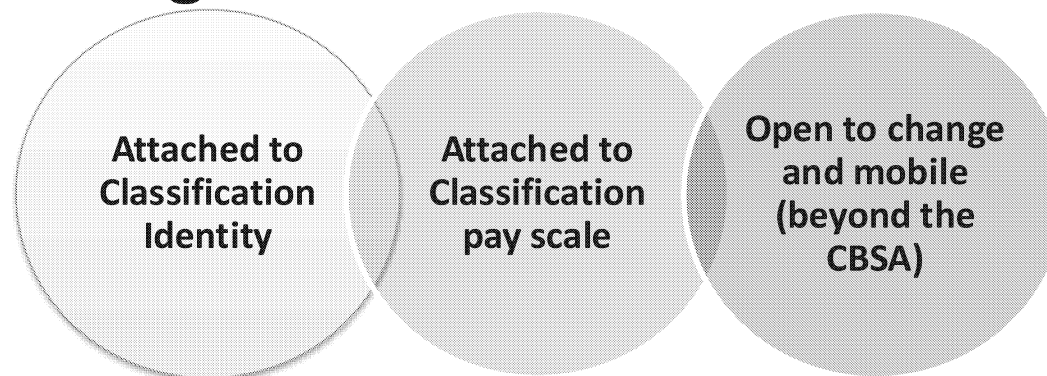
4

**Deployment Refusal:**

The **employee refuses without good and sufficient reason** an offer of transfer within the **same geographical region** to another position which is equivalent to his/her salary protected group and level.



# Placement Strategies – Preparing for Future Reclassifications



## Tools and Mechanisms:

1. **Internal Placement Management** – Impacted employees will be centrally managed, and referred to hiring managers
2. **Proactive Soliciting** – Employees can volunteer to be marketed to select OGDs

## Supporting Measures:

1. **On-the-job training** – Hiring managers to offer on-the-job training to employees
2. **Formal Training** – Skills training/upgrading offered to certain employees (e.g. employees who want to return to frontline) (source of fund TBD)
3. **Career Counselling** – Employees provided with support on resume writing, interview skills, etc. to facilitate self-promotion



# Communication Strategy

- **Employee Engagement**
  - Consulting as a part of the organization design and job description development phases to ensure accurate understanding of the work and workflow
- **Management Awareness**
  - Increased management understanding of Classification through mandatory online training on Organization and Classification (P930)
  - All BMTs and DMTs briefed
  - Management will be informed of available resources and tools to support employees

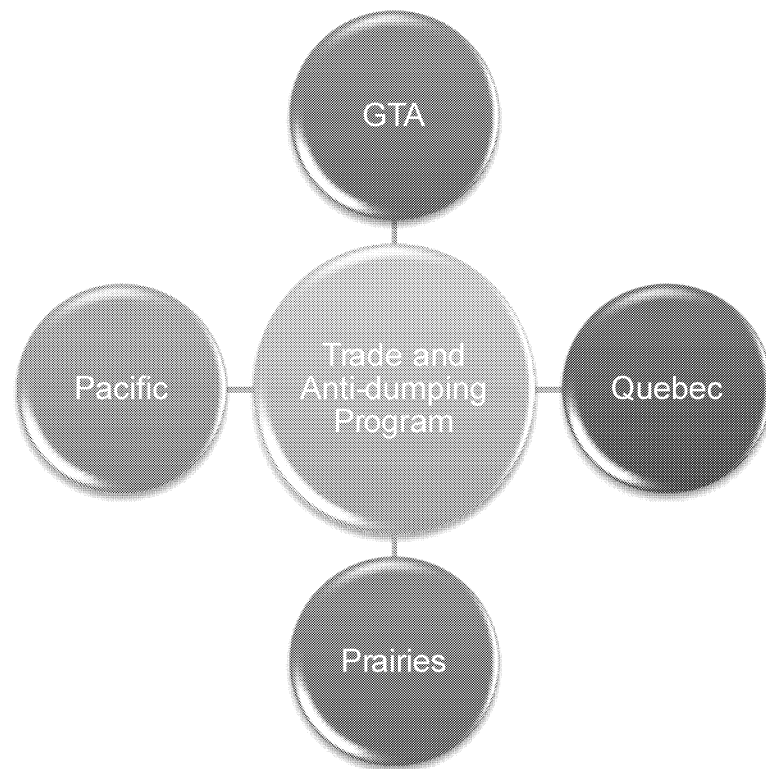
## Union Engagement

- ☒ PSAC and CIU
  - Products developed will be shared with the union prior to dissemination to their membership
- ☒ Other unions



# Trade Function - Summary

- The Trade program is a part of the commercial continuum and has a responsibility for ensuring that assessments of imported products are accurate
- Work is divided between one directorate in Programs Branch and four divisions (regions) in Operations Branch
- Work is varied in nature, and depending on how the work is organized, group allocation could be impacted



## Job Validation Reviews (JVRs) Completed

- Trade Compliance and Quality Assurance Unit
- Trade Incentive Unit
- SIMA Compliance Unit
- Assessment and Licensing Unit
- Tariff Policy Unit
- Origin, Valuation and Negotiation Unit
- Operational Policy, ATIP and Performance Unit
- Greater Toronto Area (GTA) Trade Compliance Division Unit

## Outstanding JVRs

- Prairies Trade Operations Division (August 2018)
- Quebec Trade Operations Division (September 2018)
- Pacific Trade Operations Division (October 2018)



# Trade Review

**Background:** In the spring of 2017, an executive workshop on the Classification Renewal Initiative was held. The attendees, among other things, discussed whether positions in Trade met the group definition of FB. No consensus was reached, and as a result EC approved an in-depth review of the Trade function by Classification.

**Purpose:** To determine if the work throughout the Trade program qualifies as FB work and if not, to determine the appropriate group allocation for the work.

## **FB Inclusions that may apply:**

- Inclusion 2: post-entry verification of people or goods that have entered Canada
- Inclusion 5: conducting intelligence activities related to the monitoring, inspection or control of people or goods entering Canada
- Inclusion 6: developing Canada Border Services Agency operational directives to be followed in carrying out the above activities

\* Consultation with DG Advisory Committee on group allocation

Please note that due to the wide scope of activities performed by the Trade function, every unit will be assessed separately. As such, some units may qualify as FB while others may not.



## Trade Review – Current Status

### Analysis

- Business lines
  - High risk areas have been identified
- Relationship between headquarters (TADP) and the regions
  - Significance of the role played by HQ in providing support to regional operations
  - Implication of the operational support for the group allocation of HQ positions
- Review of the appropriateness and applicability of the current FB job descriptions used in the Trade continuum, and to determine if new work descriptions will be required pending the outcome of the Trade Review
- Internal and external relativity to identify, where possible, the group allocation for similar work in other internal organizations or other departments
- Confirmation of the group allocation of existing non-FB positions in the Trade continuum to ensure that all positions in Trade are classified appropriately

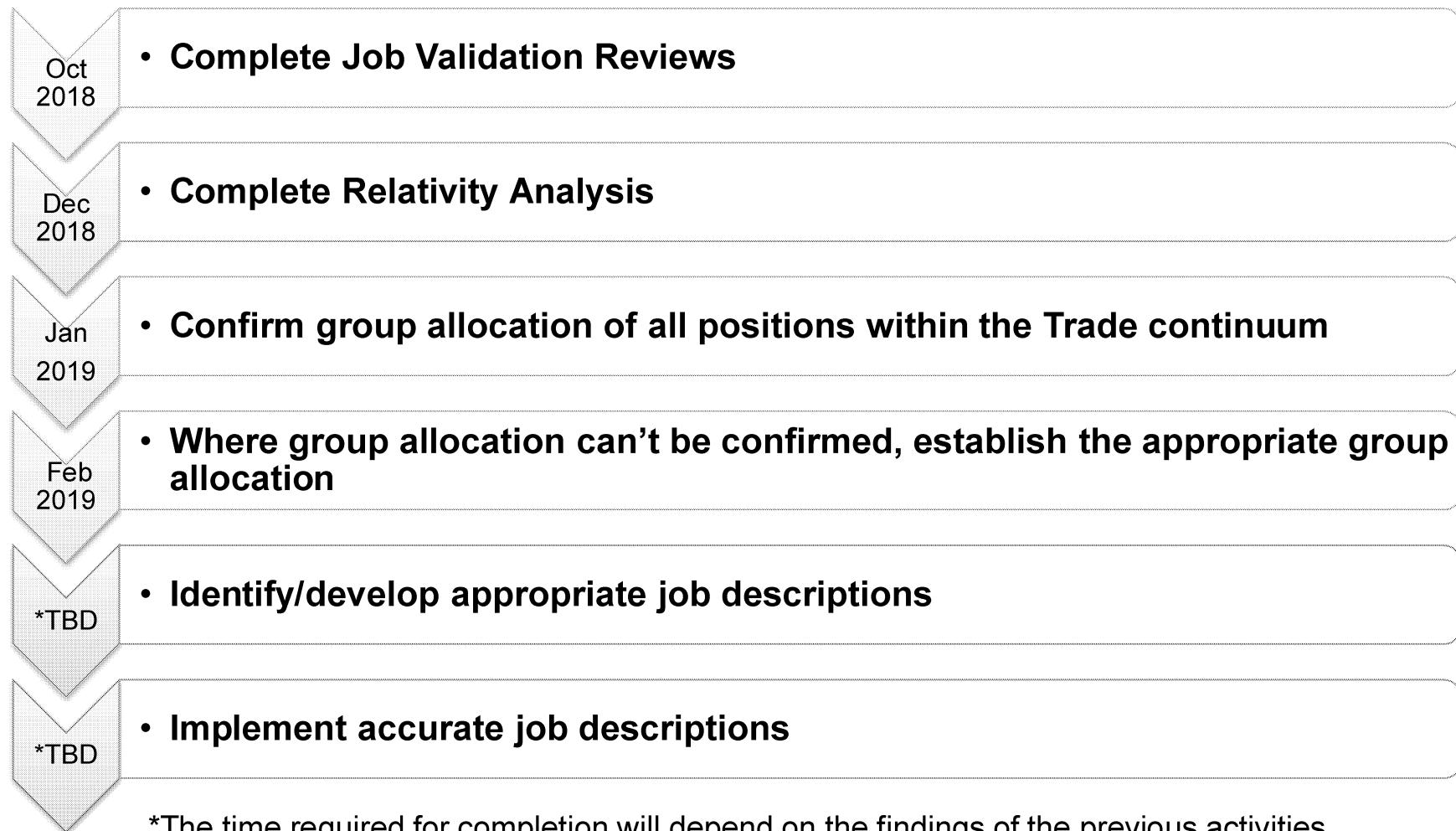
### Considerations

- The Trade and Anti-Dumping Program is undergoing Directorate level changes which may affect the organizational structure and the duties performed by positions in the Trade continuum
- As a very high profile function, Trade received additional budget to enforce new tariffs. It is imperative that Classification shows flexibility to accommodate Trade's operational need while maintaining Classification's stewardship





## Next steps – Trade Review



\*The time required for completion will depend on the findings of the previous activities



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# Classification Renewal

**One PMT** – May 24, 2018

**HRX** – May 31, 2018

**ECHR** – June 14, 2018

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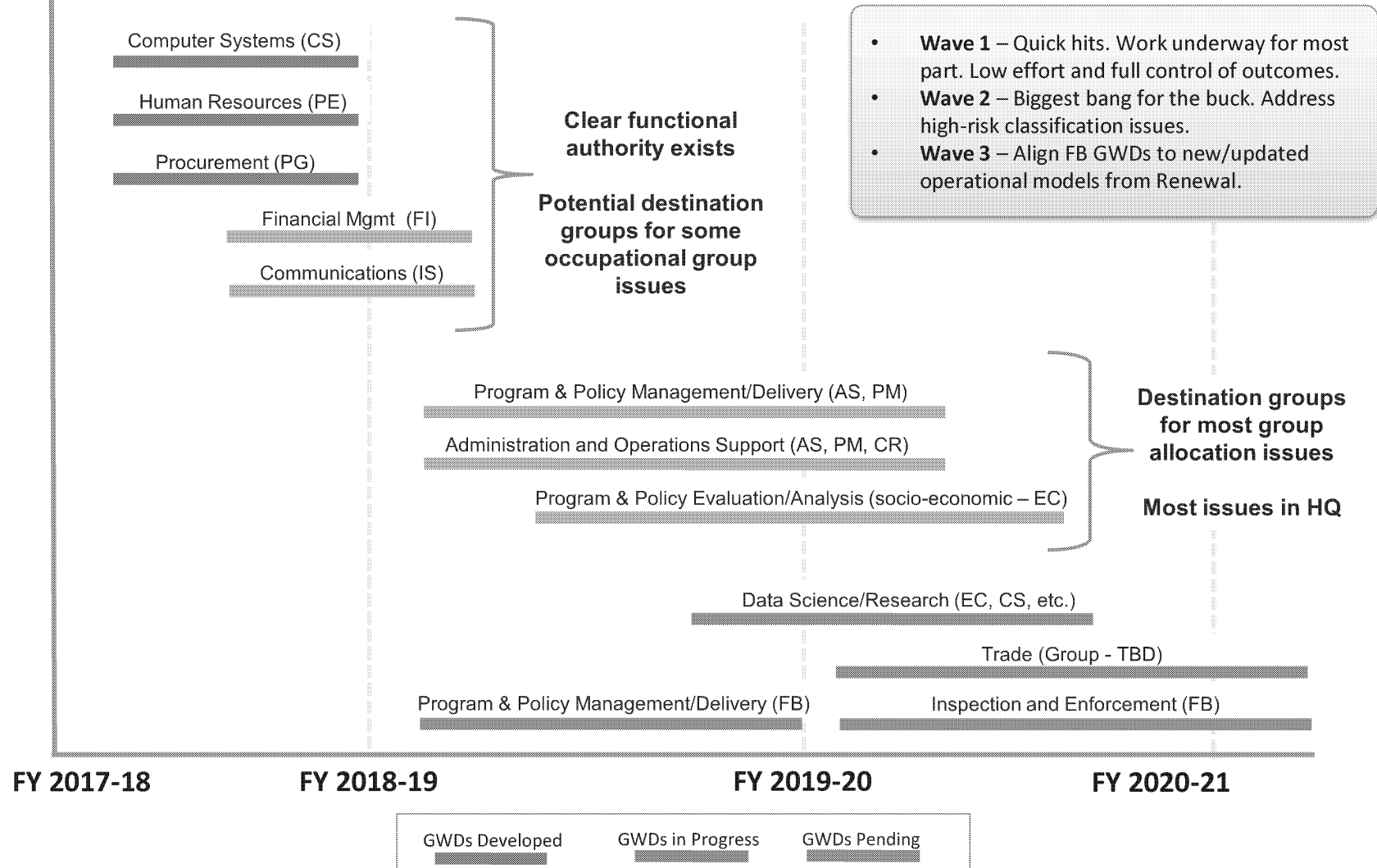


## Objective

- **Provide an update on the implementation strategy and timelines for the Classification Renewal Initiative (CRI)**
  - Sequence, risks, mitigation, and levels of effort required
- **Provide an update on the review of the Trade function**

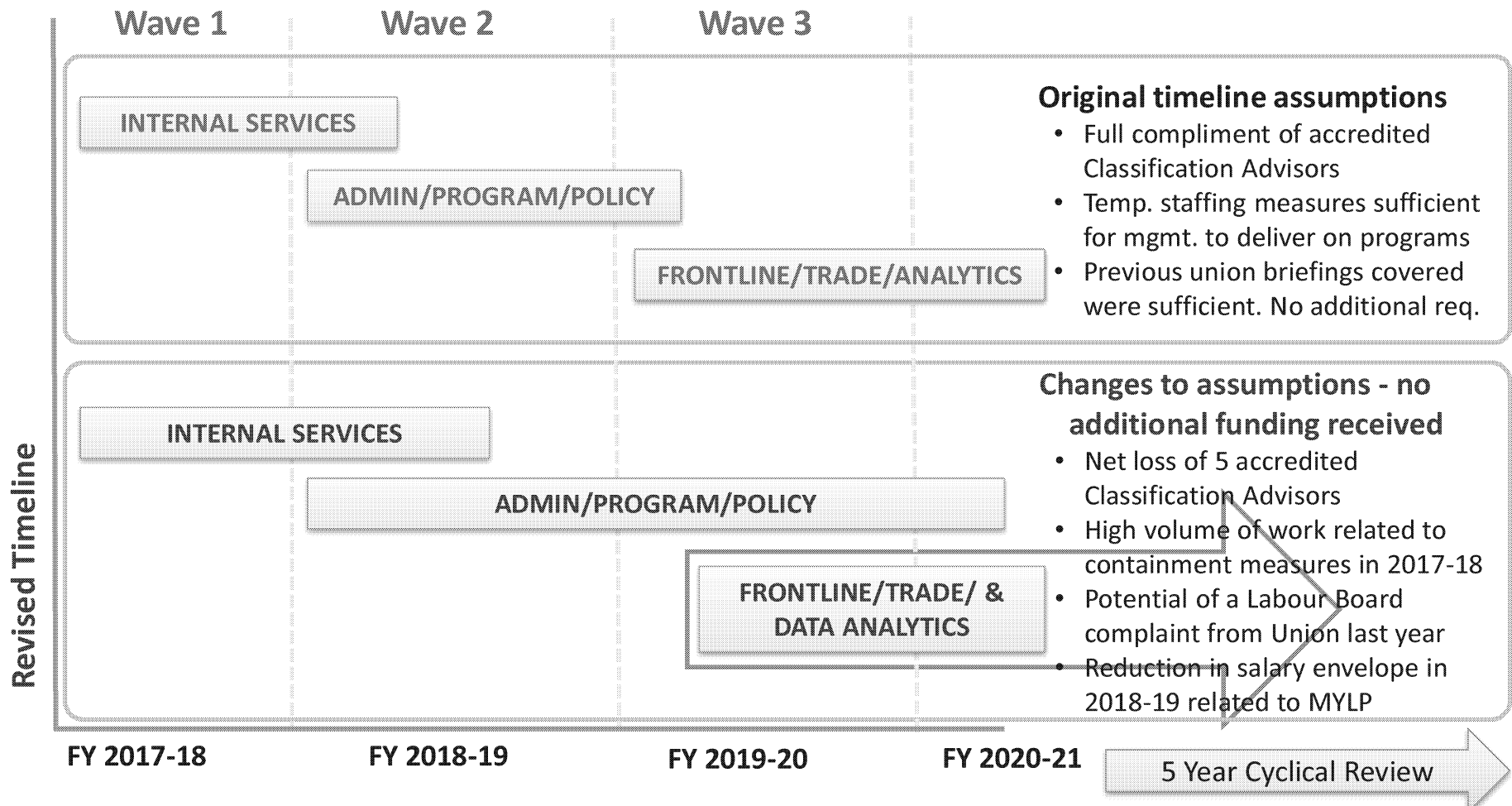


# Job Implementation Timeframe – What We Thought We Could Accomplish (July 2017)





# Implementation Timeframe: Impact on Changing Assumptions





## Proposed Mitigation – What We Can Do with the Resources We Have

### Implement a Tiered System for allocating efforts

**Tier 1** – Actions directly related to Classification Renewal

**Tier 2** – Actions related to Functionalization or Nationalization  
(e.g., standing up new branches)

**Tier 3** – Actions related to Position Administration  
(e.g., new position against an existing generic, change of reporting relationship, OL changes, student positions, etc.)

**Tier 4** – Jobs (New\* or Review & Update) for groups other than the top 11 Occupational Groups (e.g., CH, GS, GT, MA)

**Tier 5** – Jobs (New\* or Review & Update) for which a SJD is being developed

\*New Job = generic or unique job. Note that unique jobs will be given less priority



## Something More We Can Do

### Adopt a systematic approach for conducting Job Validation Reviews (JVRs)

All ad hoc requests for JVRs will be put on hold in order that JVRs will be conducted based on the function of the position

Understanding that different VPs/DGs may have different priorities, Classification Advisors will work with senior managers to establish order of priority.

For example: VP # 1 may be looking for quick hits

VP # 2 may be looking for biggest bang for buck

**Challenge: Managers need to deliver on mandates  
 They also want to know what their future state will look like**

However, Classification cannot sustain the current level of requests to review small pockets of positions in different areas. We are putting out fires when we need to be looking at functions systematically and across the Agency



# 10-month Outlook: What to Expect

## Planning and Communication

- Establishment of DG Advisory Committee for consultation
- Establishment of priorities with Branch managers
- Development of Manager's Toolkit
- Union briefings (in addition to PSAC/CIU) - prior to collective bargaining & ongoing
- Issuance of advance notification letters to employees
- Issuance of some official notification letters to employees

## Implementation and roll out

- Launch of SJDs in beta-mode
- Established parameters outlining appropriate use of SJDs
- JVRs underway
- Positions mapped to updated SJDs
- New positions created using new SJDs

## Reporting and Monitoring

- Regular contributions to a variety of dashboards (Renewal, ECLA, etc.)
- Update on status of Trade Review at EC





## TRADE Update

- Should be Trade be first?

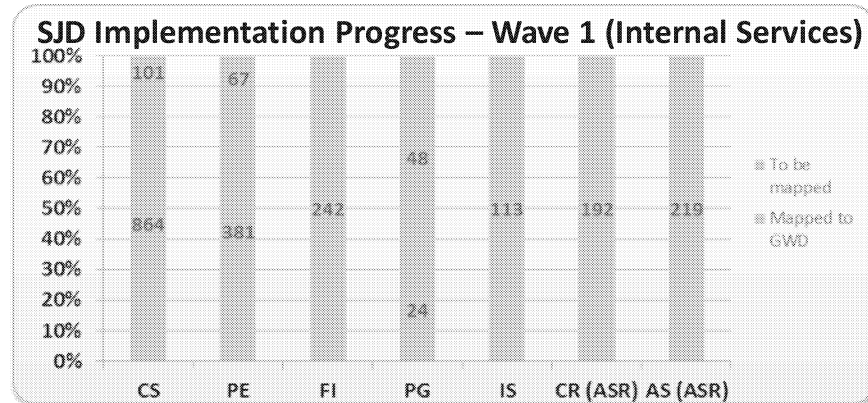


# APPENDICES



# Appendix A: Classification Dashboard – Dashboard

Wave 1 – Internal Services Function – New Streams of Job Descriptions Steps: Development → Approval → Evaluation → Implementation					Wave 2 – Admin, Program, & Policy Function – New Streams of Job Descriptions Steps: Development → Approval → Evaluation → Implementation				
CS	FI	IS	PE	PG	AS	CO	CR	EC	PM
<ul style="list-style-type: none"> <li>✓ Enterprise Architecture</li> <li>✓ IT Business Line</li> <li>✓ Application Development</li> <li>✓ Database &amp; Data</li> <li>✓ Infrastructure/Operations</li> <li>✓ Planning</li> <li>✓ IT Security</li> <li>✗ IT Business Continuity</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Finance</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Communications</li> </ul>	<ul style="list-style-type: none"> <li>✓ Centre of Expertise</li> <li>✓ Client Service</li> <li>✓ Policies and Program</li> <li>⌚ ICMS</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Procurement/Contracting</li> </ul>	<ul style="list-style-type: none"> <li>✓ ASR</li> <li>⌚ Strat Adv</li> <li>⌚ Business</li> <li>⌚ Prog Delivery</li> <li>⌚ Service/Asset Mgmt</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Commerce</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Business/Office</li> <li>⌚ Prog/Project</li> </ul>	<ul style="list-style-type: none"> <li>⌚ Policy</li> <li>⌚ Evaluation</li> <li>✗ Legal Serv</li> <li>✗ Library</li> <li>✗ Data Analytics</li> </ul>	<ul style="list-style-type: none"> <li>✓ ATIP</li> <li>✗ ATIP Policy</li> <li>⌚ Prog Mgmt</li> <li>⌚ Call Centre</li> <li>⌚ Service/Asset Mgmt</li> </ul>
✗ Not started		⌚ Underway - with Class. for action			⌚ Underway - with Mgmt. for action			✓ Ready to Use	

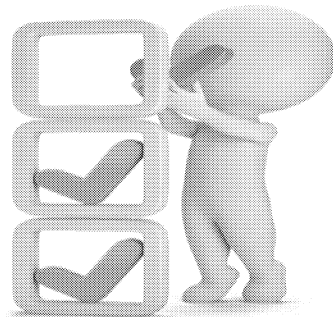


**Branch Stats – Vacancy Rate & Number of Potential Classification Issues**

Branch	% Vacant Pos.	Trend	# of Potential Issues*	% of Potential Issues*
<b>Regions</b>	16.9	↓		
<b>Operations HQ</b>	29.4	↑	2,572	17.1%
<b>Programs</b>	27.1	↓	742	64.0%
<b>Technology</b>	34.8	↓	766	39.2%
<b>Corporate Affairs</b>	34.5	↓	149	27.9%
<b>Comptrollership</b>	35.8	↓	12	1.8%
<b>President's Office</b>	28.6	↓	6	26%
<b>IAPED</b>	30.8	→	0	0%
<b>HRB</b>	39.8	↓	210	18.1%
<b>Total</b>	22.3	↓	4,457	21.6%

## Classification Infrastructure

R-Based Classification Model  
 Delegation Instrument  
 Lean Business Process  
 Monitoring Framework  
 Monitoring Action Plan  
 Required training (P930)  
 Guidelines and Bulletins  
 FB Framework



Transactions – FY 2017-18 (All Risk Levels)

	CAB	HRB	IAD	PRES	ISTB	COM	OPS	PRGM	Total
<b>Admin actions</b>	5	8	2	1	24	14	962	26	1042
<b>Validations</b>	0	28	0	0	0	0	328	0	356
<b>Non-complex position actions</b>	123	225	12	1	142	96	377	198	1176
<b>Complex position actions</b>	33	201	6	0	112	120	757	5	1234
<b>Job actions</b>	5	2	0	0	1	0	1	1	10
<b>Total actions</b>	166	464	20	2	279	230	2425	230	3818



## B: Comparison of FB Growth Rate

# of Encumbered FB Positions (Standard HQ Model)

Job Title	G&L	Feb 2008	July 2016	June 2017	May 2018
Manager, HQ	FB-08	116	146 25.9% ↑	128 -2.3% ↓	119 -7.0% ↓
Sr. Program Advisor	FB-06	400	492 23% ↑	461 -6.3% ↓	438 -5.0% ↓
Sr. Program Officer	FB-04	596	674 13.1% ↑	633 -6.1% ↓	596 -5.9% ↓
Jr. Program Officer	FB-02	198	332 67.7% ↑	296 -10.8% ↓	279 -5.7% ↓
<b>Total</b>		<b>1310</b>	<b>1644</b> 25.5% ↑	<b>1518</b> -7.7% ↓	<b>1432</b> -5.7% ↓

# of Encumbered FB Positions (Regional POE Model)

Job Title	G&L	Feb 2008	July 2016	June 2017	May 2018
Chief of Ops	FB-07	88	104 18.2% ↑	110 5.8% ↑	103 -6.4% ↓
Superintendent	FB-05	628	669 6.5% ↑	691 3.3% ↑	628 -9.1% ↓
Border Services Officer	FB-03	5246	5341 1.8% ↑	5348 0.1% ↑	5347 -.02% ↓
Officer Trainee	FB-02	--	369	317 -14.1% ↓	467 47.3% ↑
<b>Total</b>		<b>5962</b>	<b>6483</b> 8.7% ↑	<b>6466</b> -0.2% ↓	<b>6654</b> 2.9% ↑

### Key Observations 2017:

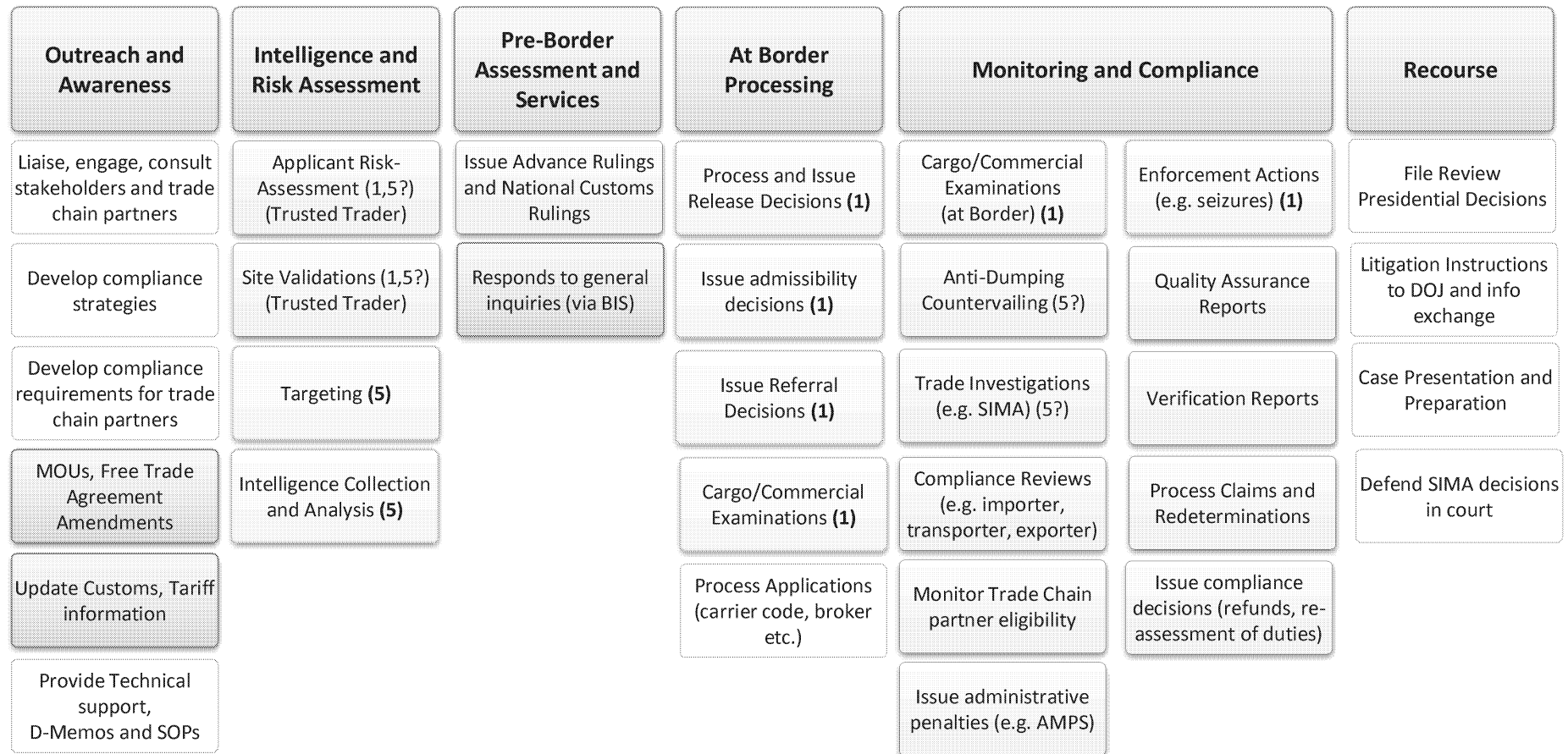
- Rate of growth in HQ greater than Regions
- # of encumbered FBs has decreased in HQ since 2016
- Rate of growth of Manager and Chief positions greater than growth of working level positions in Regions

### Key Observations 2018:

- Rate of growth in Regions is greater than HQ
- # of encumbered FBs continues to decrease in HQ
- Rate of growth of Manager and Chief positions decreasing while rate of trainees increasing



## C. Trade Program Overview – In Review (June 2017)

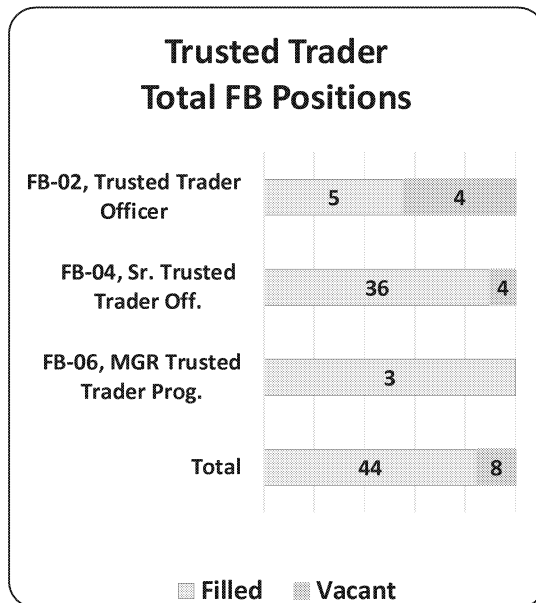


**Source:** Information is derived from CBSA's Nov. 2016 draft logic models.

**Note:** Number in brackets denote associated FB inclusion statement



## D. Trusted Trader (June 2017)



### Overview:

- The Trusted Trader program admits low-risk and secure importers, carriers, drivers to its program(s) (Partners in Protection and Customs Self Assessment), thereby allowing the Agency to focus its enforcement efforts on higher-risk cases
- The implementation of the program Trusted Trader Officers (FB-02s and FB-04s) are responsible for processing Trusted Trader applications by conducting risk-assessments and site validations to make a membership recommendation (i.e. approve/reject).
- Trusted Trader Officers provide industry stakeholders with support in completion of applications and responding to inquiries (either through BIS or directly).
- Site validations and risk-assessments may be completed in conjunction with regional Intelligence Officers (EIOD)
- The focus of the work is in stakeholder engagement to establish partnerships with potential trusted traders (e.g. raise awareness of the program etc.)
- This work was last reviewed in 2012, and included into the FB Group (**incl:** 1, 2, 4, 5, 7)

### Analysis and Considerations:

- Members of the Trusted Trader program are still subject to at-border verification based on look-outs, targets, or regular compliance spot-check
- Trusted Trader Officers skill/knowledge requirements are better aligned to that of business administrators/accountants as they need to validate business system information to detect abnormalities (focus is on tax compliance)
- There are significant challenges in recruiting the 'right skills' for this program, as the feeder group is not internal to the Agency

### Recommendation:

- While links can be made to the FB inclusions, there should be consideration to other occupational groups which could support workforce management challenges (e.g. recruitment)



## E. Trade Assessments and Rulings (June 2017)

### Related Trade Jobs Total Positions

FB-02 (HQ), Jr. Program Officer	15	4
FB-04 (HQ), Sr. Prog. Officer	35	8
FB-04 (REG), Sr. Off. Trade Compliance	416	77
FB-06 (HQ), Sr. Prog. Adv.	22	11
FB-06 (REG), MGR, Reg. Prog	41	16
FB-08 (REG), AD Trade Operations	3	
FB-08 (HQ), MGR, National HQ	7	2
Total	539	118

■ Filled ■ Vacant

**Note:** Not all listed positions are performing these functions. At a regional level, this work is streamlined with dedicated units of SOTCs conducting assessments and rulings.

### Overview:

- Advance Rulings (AR) and National Customs Rulings (NCR) are drafted, reviewed, approved and issued by regional Senior Officer Trade Compliance (SOTC) with oversight by HQ.
- Commercial Assessments (B3) are 98% completed electronically by importers, with duties/taxes paid in advance and verified by a BSO at the border – SOTCs only get involved if there is a Adjustment (B2) needed
- Assessments and rulings centre around the determination of tariff classification/country of origin in order to determine the correct taxes/duties

### Analysis and Considerations:

- The regional Trade jobs were last reviewed at conversion, and were included into the FB group (incl. 2 – post entry verification of goods)
- The assessment of taxes/duties is not explicitly listed as an inclusion in the FB Group, and in fact is covered under the PM standard (incl. 4 – “...*dealing with the collection of taxes and other revenues from the public.*”)
- Discussion: Should inclusion 2 be expanded to include Assessments/Rulings?

### Recommendation:

- To be discussed



**Advance Ruling (AR):** Legislated under the Customs Act, is initiated by an importer seeking a tariff classification ruling in advance of goods being imported (incl. country of origin)

**National Customs Rulings (NCR):** Similar to Advance Ruling - details how provision of existing customs legislation are applied to the importation of a specific commodity in terms of valuation or origin.

**Commercial Assessment (B3)** – The Assessment of duties and taxes on commercial goods imported into Canada to satisfy the legislative obligations under the Customs Act.



## F. Trade Monitoring and Compliance (June 2017)

### Related Trade Jobs Total Positions

FB-02 (HQ), Jr. Program Officer	15	4
FB-04 (HQ), Sr. Prog. Officer	35	8
FB-04 (REG), Sr. Off. Trade Compliance	416	77
FB-06 (HQ), Sr. Prog. Adv.	22	11
FB-06 (REG), MGR, Reg. Prog	41	16
FB-08 (REG), AD Trade Operations	3	
FB-08 (HQ), MGR, National HQ	7	2
<b>Total</b>	<b>539</b>	<b>118</b>

■ Filled ■ Vacant

**Note:** Not all listed positions are performing these functions. At a regional level, this work is streamlined with dedicated units of SOTCs conducting compliance verifications.

### Overview:

- Monitoring and compliance is a shared role between HQ and Regional trade employees
- Reassessments, which is also considered a compliance activity, can also be triggered by the importer/carrier when a Commercial Adjustment (B2) is submitted
- Trade compliance verification is used to ensure that importers have appropriately declared Tariff Classification (TC), Origin, Valuation and appropriate use of Duties Relief Trade incentives.
- Compliance Verifications are completed in accordance with SOPs in the Trade Verification Manual, and are used to issue a corrective action or penalty (e.g. AMPs)

### Analysis and Considerations:

- Compliance verification from a trade perspective (duty, tariff classification, origin etc.) is not explicitly included in the FB group definition.
- Inclusion 2 is intended for recourse/hearings activities
- Discussion: Should inclusion 2 be expanded to include compliance?
- Can a compliance verification result in the seizure of goods?

### Recommendation:

#### Compliance Verification Process:



- Pre-planning:** Ensure that the client is still importing goods and that there are no other ongoing investigations that could impede the verification
- Planning:** Determine the level of effort and types of activities to be performed in the verification to ensure sufficient information has been collected to make an appropriate assessment
- Execution:** The SOTC completes data collection and analysis to determine program compliance
- Reporting:** Verification findings are compiled into a report
- Follow-up:** Necessary corrections are submitted by client to the CBSA following reporting





## F. Trade Anti-Dumping and Countervailing (June 2017)

### SIMA Function - Total Positions

FB-02, SIMA Compliance Officer	10
FB-04, Sr. Enf. Appeals Officer	3
FB-04, Sr. Prog. Officer	6
FB-06, Sr. Prog. Adv.	4
FB-08, MGR, National HQ	3
<b>Total</b>	<b>26</b>

■ Filled ■ Vacant

**Note:** Not all listed positions are performing these functions. At a regional level, SOTCs are required to enforce SIMA provisional duties and CITT rulings



#### Special Import Measures Act (SIMA):

Provides protection to Canadian producers who are being harmed by the dumping and subsidizing of goods imported into Canada.

#### Overview:

- The CBSA and the Canadian International Trade Tribunal (CITT) are jointly responsible for the administration of SIMA.
- The Anti-dumping and Countervailing Program (ADCP) conducts investigations and determines whether goods imported into Canada are dumped or subsidized.
- The CITT is responsible for determining whether the dumped or subsidized goods have caused injury or are threatening to cause injury to the Canadian industry.
- ADCP is responsible for the enforcement of the CITT's findings of injury; and may also impose provisional duties in advance of a CITT ruling.
- The regional SOTCs are responsible for monitoring importations and enforcing the rulings as well as impose the provisional duties

#### Analysis and Considerations:

- The SIMA Compliance Officer (FB-02) job was last reviewed in 2015 and was included into the FB group (incl. #5: Conducting Intelligence activities) due to research and investigation work associated with supporting CBSAs case to the CITT
- SIMA Compliance officers require acuity in audit practices/verification practices in order to conduct importer compliance review (as related to SIMA)
- Does the imposition of provisional duties/taxes fit the broader FB group definition?
- Discussion: Should inclusion 5 (and possibly 4) be expanded to include trade investigations?

#### Recommendation:

- To be discussed

## APPENDIX 3

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### 1. What is the purpose of the Classification Renewal Review dialogue?

Classification Renewal is taking place across CBSA to ensure our Agency is well equipped to serve Canadians now and into the future. At the CBSA, we are reviewing every major function and creating standardized organizational models and Generic Work Descriptions (GWDs) to support the Agency's ability to respond to changing priorities. By having current and up-to-date organizational structures and job descriptions that align with the Agency's needs, we will be better positioned to deliver results to Canadians by having the right people in the right jobs.

The goal of Classification Renewal is to ensure that managers and employees have access to user-friendly and intuitive products and processes that will help them in delivering their business and manage their careers.

### 2. As a manager, what is my role in the implementation of Classification Renewal initiatives at the CBSA?

As a manager you are responsible for:

- Ensuring that efficient and cost effective organizational structures support the mandate and business requirements of the organization;
- Ensuring that job descriptions reflect the work assigned and performed by their employees within the organizational structure;
- Implementing appropriate standardized job descriptions, wherever possible; and
- Providing any additional supporting information to the evaluating accredited human resources (HR) advisors / job evaluation committees upon request.

### 3. What resources are available to me to help me to explain this initiative to my staff?

A variety of products have been developed to help you to answer employees' questions. General information related to Classification activities is available through Apollo.

As needed, resources to support employees navigating change can be found on Atlas, here: [EAP](#).

### 4. How will productivity be addressed in an organization where employees are doing the same work but receiving different pay?

There is no doubt that this will be a challenge for managers and employees as we transition, but it is an important step to ensure that we resolve inconsistencies from the past and position the Agency for the future.

Classification Renewal is about ensuring that employees are compensated according to the work that they are assigned to perform. Salary protection is an entitlement under most collective agreements

## APPENDIX 3

and/or under the *Directive on Terms and Conditions of Employment* in order to mitigate negative impacts for employees whose positions have been reclassified downward.

It is important for all of us to understand that while some of us may be paid less for the same work, those being paid less are being paid appropriately according to the work they are doing.

It is important to also note that, as provided by most collective agreements, the Agency has an obligation to try to place employees who have been impacted by a downward reclassification of their substantive position in positions that are at the same or an equivalent level to the employee's substantive position prior to the reclassification. We are working with staffing and senior management to develop placement strategies and options for those impacted. More information will be made available to you once the specifics are known.

5. Once a date has been picked for the reclassification, will employees be considered for deployment to another position at the same group and level that is not being reclassified?

As provided by most collective agreements, the Agency has an obligation to try and place employees who have been impacted by a downward reclassification of their substantive position in positions that are at the same or an equivalent level to the employee's substantive position prior to the reclassification.

Employees in positions that are reclassified to a lower level will not have official priority status as per the terms and conditions in the Public Service Commission Guide on Priority Entitlements. However, we are working with staffing and senior management to develop placement strategies and options for those impacted. More information will be made available to you once the specifics are known. If a position at the same group and level is available, employees can express their interest to the hiring manager. It is ultimately the hiring manager's decision to staff that position. Employees are also encouraged to apply on positions of interest as they arise.

6. Is there a possibility that an office could have a variety of groups and levels?

There is a possibility of having different groups and levels within one unit. Classification Renewal aims to ensure that positions are properly classified and in-line with the rest of the Public Service. Occupational Group definitions are established by the Treasury Board Secretariat and allocation to Occupational Groups is determined based on the primary purpose of the work.

It is important to understand that positions doing the same work will be classified at the same group and level.

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7. Will a grandparent provision apply to me if I do not meet the qualification standards (e.g., educational requirements) and my position is reclassified?

No, the term “grand parented” is used to indicate that specific employees have certain established rights with respect to their employment or pension status prior to legislative changes which have been implemented.

Reclassification of a position through Classification Renewal is a corrective action and therefore, does not meet the criteria for grandparenting.

8. It seems like Classification Renewal will make it more difficult for employees to move between headquarters and the regions. Is anything being done to address this?

For years managers have asked for options to make it easier to bring employees from the regions to headquarters and vice-versa. One of the expected outcomes of Classification Renewal is the introduction of different groups and levels across the CBSA, which should make it easier for employees to explore opportunities to acquire new knowledge, skills and abilities at the Agency. At the same time, it is important to separate the work that was done in the past from the work that will be done in the new position.

In addition, the HR Branch has implemented Results and Risk-based Models, including one for staffing that seeks to maximize the flexibility to staff a position with the right person, in the right place, at the right time, while maintaining the integrity of staffing system.

For more information on the Agency's One | Staffing Policy, which establishes requirements for areas of selection for internal and external appointment processes, provides direction on choice of process, and requires that selection decisions be documented, please check out our Atlas page.

9. I am currently a Border Services Officer, and want to get some experience in HQ. Will Classification Renewal hinder this?

No, career development opportunities will not be hindered as a result of Classification Renewal. It is important to separate “classification” from the culture and identity of Border Services work. Classification’s responsibility is to ensure that work within the Agency is appropriately classified, in considering the relative value of work to the rest of the Core Public Administration. Culture and identity is not factored into a classification decision.

Employees across the Agency can choose to seek career development and work experience in other areas of the Agency, or in the government. This can be achieved through work assignments, deployments, micro-missions and other staffing mechanisms.

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The Agency is very interested in developing its workforce, and Classification Renewal will support this by ensuring the HR foundation is sound so that employees have access to tools and resources that they can use to chart out their career development.

### 10. Will we be given notice of the re-classification decision prior to its implementation?

As per most collective agreements, prior to a position being reclassified to a different group and/or level having a higher or lower attainable maximum rate of pay, the incumbent shall be notified in writing. Classification will be providing notification letters throughout multiple stages of the review to support transparency in the process.

Employees will be provided with advanced notification. The first to inform employees that their positions are under review, the second outlining the change (if any) in their position. Following these advanced notifications, employees will be provided with an official notification letter outlining their new position information, an updated work description and the effective date of the change.

Once the employee has received official written notification as per the *Directive on Classification Grievances*, a classification grievance must be presented by an employee no later than 35 calendar days after the day on which the employee receives notification.

### 11. Will my acting appointment (< 4 months) be terminated early because of changes to the classification of the position I am acting in?

There are three scenarios depending on the outcome of the position review:

**Scenario 1** - The position in which you are acting in is reclassified upwards

An assessment may be done to ensure that you meet the requirements of the new occupational group, and if you do, your acting may continue. You will be compensated at the appropriate group and level.

**Scenario 2** - The position in which you are acting is reclassified downwards and is now equivalent to your substantive position

Your acting will be terminated. As per most collective agreements, you must be substantively performing the duties of the higher position to be entitled to acting pay. You may have the option to continue in the role on an assignment basis. You will need to discuss this with your home and host managers.

**Scenario 3** - The position in which you are acting is reclassified downwards and is now lower than your substantive position

## APPENDIX 3

Your acting will be terminated. As per most collective agreements, you must be substantively performing the duties of the higher position to be entitled to acting pay.

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## FB Group Definition Breakdown

Key Components	Inclusion Statement	Includes	Does not Include
		The Border Services Group comprises positions in the CBSA that are primarily involved in the planning, development, delivery, or management of the inspection and control of people and goods entering Canada.	Positions excluded from the Border Services Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is the primary importance: <ol style="list-style-type: none"> <li>1. The collecting, recording, arranging, transmitting and processing of information, the filing and distribution of information holdings, and the direct application of rules and regulations; or</li> <li>2. The planning, development, delivery or management of government policies, programs, services or other activities directed to the public other than those involving the inspection and control of people and goods entering Canada.</li> </ol>
<b>Planning</b> of the inspection and control of people and goods entering Canada	None	<b>Strategic planning/Program lifecycle management:</b> planning the current and future direction for the delivery of inspection and control of people and goods entering Canada.	<ul style="list-style-type: none"> <li>- Corporate planning and reporting</li> <li>- Business planning (IT, HR, FIN)</li> <li>- Program evaluation</li> <li>- Performance measurement and monitoring</li> <li>- Big “P” policy research, and socio-economic studies of the impact of the Agency’s programs</li> </ul>
<b>Delivery</b> of the inspection and control of people and goods entering Canada	<ol style="list-style-type: none"> <li>1: Determining the admissibility of people or goods entering Canada.</li> <li>2: Post-Entry verification of people or goods that have entered Canada.</li> <li>3: Arresting, detaining or removing those people who may be in violation of Canada’s laws.</li> <li>4: Investigating the illegal entry of people or goods.</li> <li>5: Conducting intelligence activities related to the monitoring, inspection or control of people or goods entering Canada.</li> </ol>	<ul style="list-style-type: none"> <li>- POE all modes</li> <li>- Investigations</li> <li>- Removals</li> <li>- Inland Enforcement</li> <li>- Intelligence and Targeting</li> </ul>	<ul style="list-style-type: none"> <li>- Anti-Dumping</li> <li>- Client Service</li> <li>- Outreach</li> </ul>
<b>Development</b> of the inspection and control of people and goods entering Canada	6: Developing CBSA operational directives to be followed in carrying out the above activities.	<b>Operationalizing the direction:</b> operational policies, guidelines and directives for the inspection and control of people and goods entering Canada.	<ul style="list-style-type: none"> <li>- Training workforce on how to use specific tools or systems</li> </ul>
<b>Management</b> of the inspection and control of people and goods entering Canada.	7: Leadership of the above activities.	Leading and managing employees where the primary purpose of the unit is included in the FB group definition.	Leading and managing employees where the primary purpose of the unit is excluded from the FB group definition.



## Border Services (FB) Group Definition

Pursuant to paragraph 11.1(1)(b) of the *Financial Administration Act*, the Treasury Board of Canada hereby provides notice that the following occupational group definition will apply to the Border Services Group, effective November 14, 2005.

The Border Services Group comprises positions in the Canada Border Services Agency that are primarily involved in the planning, development, delivery, or management of the inspection and control of people and goods entering Canada.

### Inclusions

Notwithstanding the generality of the foregoing, for greater certainty, it includes positions that have, as their primary purpose, responsibility for one or more of the following activities:

1. determining the admissibility of people or goods entering Canada;
2. post-entry verification of people or goods that have entered Canada;
3. arresting, detaining or removing those people who may be in violation of Canada's laws;
4. investigating the illegal entry of people or goods;
5. conducting intelligence activities related to the monitoring, inspection or control of people or goods entering Canada;
6. developing Canada Border Services Agency operational directives to be followed in carrying out the above activities; and
7. the leadership of any of the above activities.

### Exclusions

Positions excluded from the Border Services Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is of primary importance:

1. the collecting, recording, arranging, transmitting and processing of information, the filing and distribution of information holdings, and the direct application of rules and regulations; or
2. the planning, development, delivery or management of government policies, programs, services or other activities **directed to the public** other than those involving the inspection and control of people and goods entering Canada.



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

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# FB REVIEW

Draft for discussion only

September 29, 2016

PROTECTION SERVICE INTEGRITY  
TY **PROTECTION** SERVICE INT  
ÉGRITÉ PROTECTION **SERVICE**  
**INTEGRITY** PROTECTION SERVI  
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Canada



## FB Models for Discussion

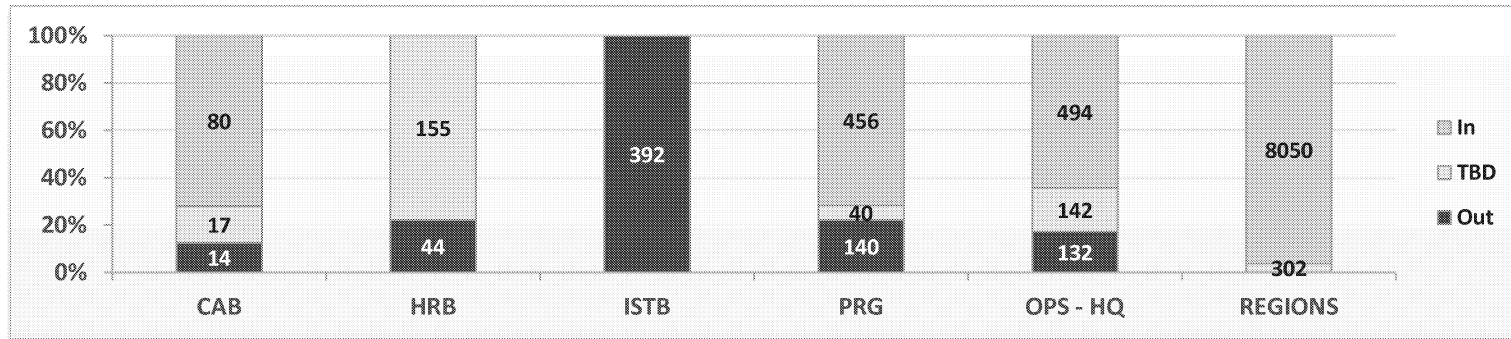
	Model A Current picture + Clean-up	Model B Narrowed scope for inclusion #6 (Developing Operational Directives)	Model C Front-line College-trained
Current # of FBs FBs out (est) FBs tbd (est) Final range	10,470 - 734 - 656 9,080 – 9,736	10,470 - 990 - 911 8,569 – 9,480	10,470 - 2,513 - 241 7,716 – 7,957
Summary	Based on current usage, BUT cleans-up all positions that are clearly non-FB.	Excludes HQ policy and program roles	Requires changes to FB standard to include only front-line, college trained
Includes	<ul style="list-style-type: none"> <li>• POE all modes</li> <li>• E&amp;I, Trade, Recourse</li> <li>• Border Ops focused program and policy work (HQ and field)</li> </ul>	<ul style="list-style-type: none"> <li>• POE all modes</li> <li>• E&amp;I, Trade, Recourse</li> <li>• Operational directives and policy work only</li> </ul>	<p>Only front-line positions directly involved in the inspection and control of people and goods entering Canada</p> <ul style="list-style-type: none"> <li>• POE all modes</li> <li>• E&amp;I</li> </ul>
Excludes	<ul style="list-style-type: none"> <li>• All support admin roles</li> <li>• All general program and policy work</li> <li>• All strategic planning and coordination functions</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Model A and HQ policy and program functions</li> </ul>	<ul style="list-style-type: none"> <li>• All policy and program development work</li> <li>• Recourse &amp; Trade will require further discussions</li> </ul>
Work Required	<ul style="list-style-type: none"> <li>• Training and education of management</li> <li>• Communication/engagement to stakeholders</li> <li>• Deconstruction of jobs agency-wide</li> </ul>	<ul style="list-style-type: none"> <li>• Decision on FB standard interpretation moving forward</li> <li>• Update to the standard application guidelines to match interpretation</li> <li>• Development of generic work descriptions in other occupational groups (EC, AS, PM, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Requires OCHRO involvement in amendment of standard</li> </ul>

\*July 06, 2016 Data from CAS (includes substantive and acting positions)

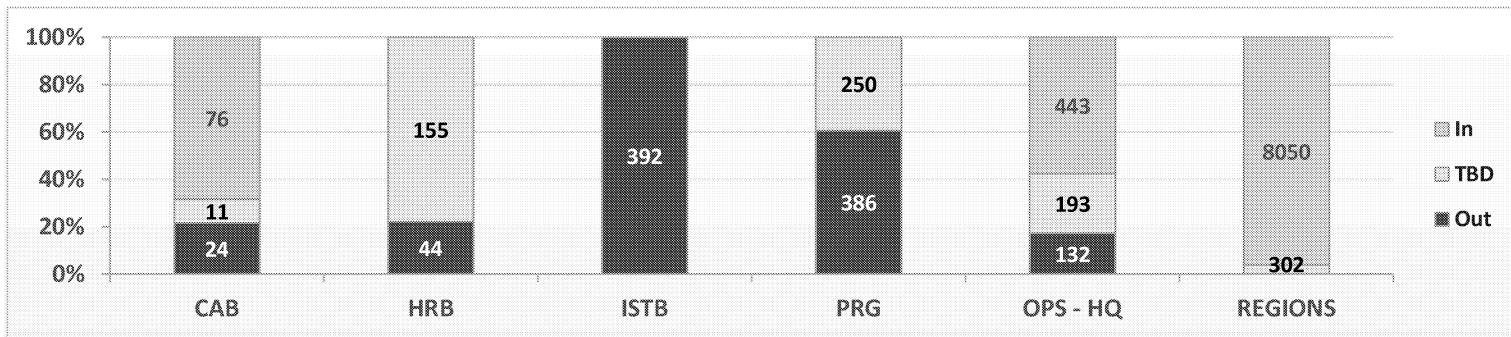


## # of Occupied Positions Impacted by Branch

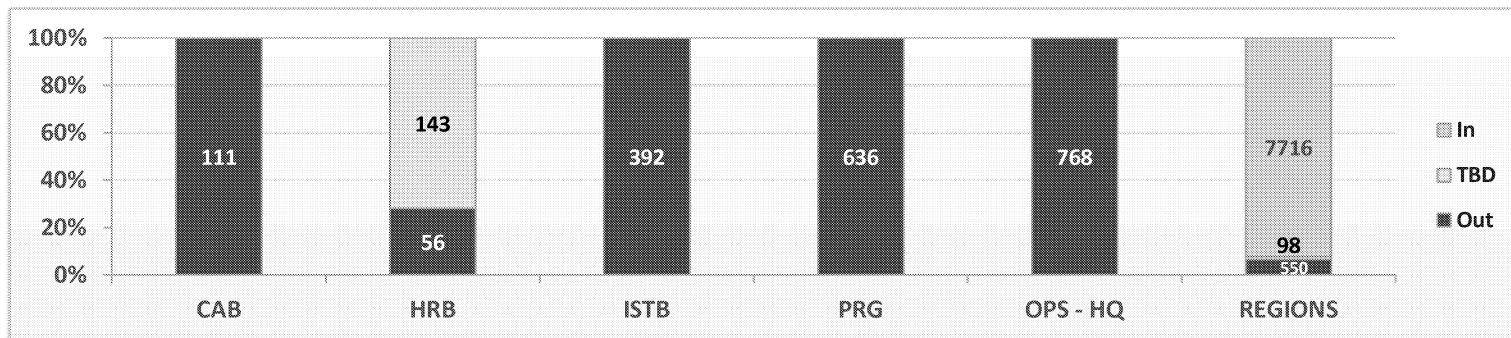
Model A



Model B



Model C





## Key Steps

Key Deliverables	Target
<b>First Briefing to EC</b> <ul style="list-style-type: none"> <li>• <b>Decision required:</b> Reach consensus on preferred model.</li> <li>• Obtain VP commitment to be engaged and to enlist support from their leadership</li> </ul>	Sept. 2016
<b>FB Review Workshop for Senior Management</b> <ul style="list-style-type: none"> <li>• Iron out details of preferred model (e.g. which functions are in/out)</li> <li>• Determine how to manage the culture change</li> <li>• Develop key messages (e.g. benefits to employees)</li> </ul>	2016-17 (Q3)
<b>Second Briefing to EC</b> <ul style="list-style-type: none"> <li>• Present action plan for transitioning the Agency to the preferred model</li> <li>• Explain the communication strategy (e.g. for unions, employees, managers etc.)</li> </ul>	Jan. 2017
<b>Develop primary 'Destination Jobs' and 'Org Models' for impacted areas</b> <ul style="list-style-type: none"> <li>• AS, PM, EC and CR groups</li> <li>• Develop functional Org Models for HQ</li> </ul>	2016-17 (Q3 & Q4)



## Appendix A: What does FB mean?

### What the Group Definition Says

#### Included:

1. determining admissibility of people or goods
2. post-entry verification of people or goods
3. arresting, detaining or removing
4. investigating illegal entry of people or goods;
5. conducting Intelligence activities
6. developing operational directives for above activities;
7. the leadership of above activities.

#### Excluded:

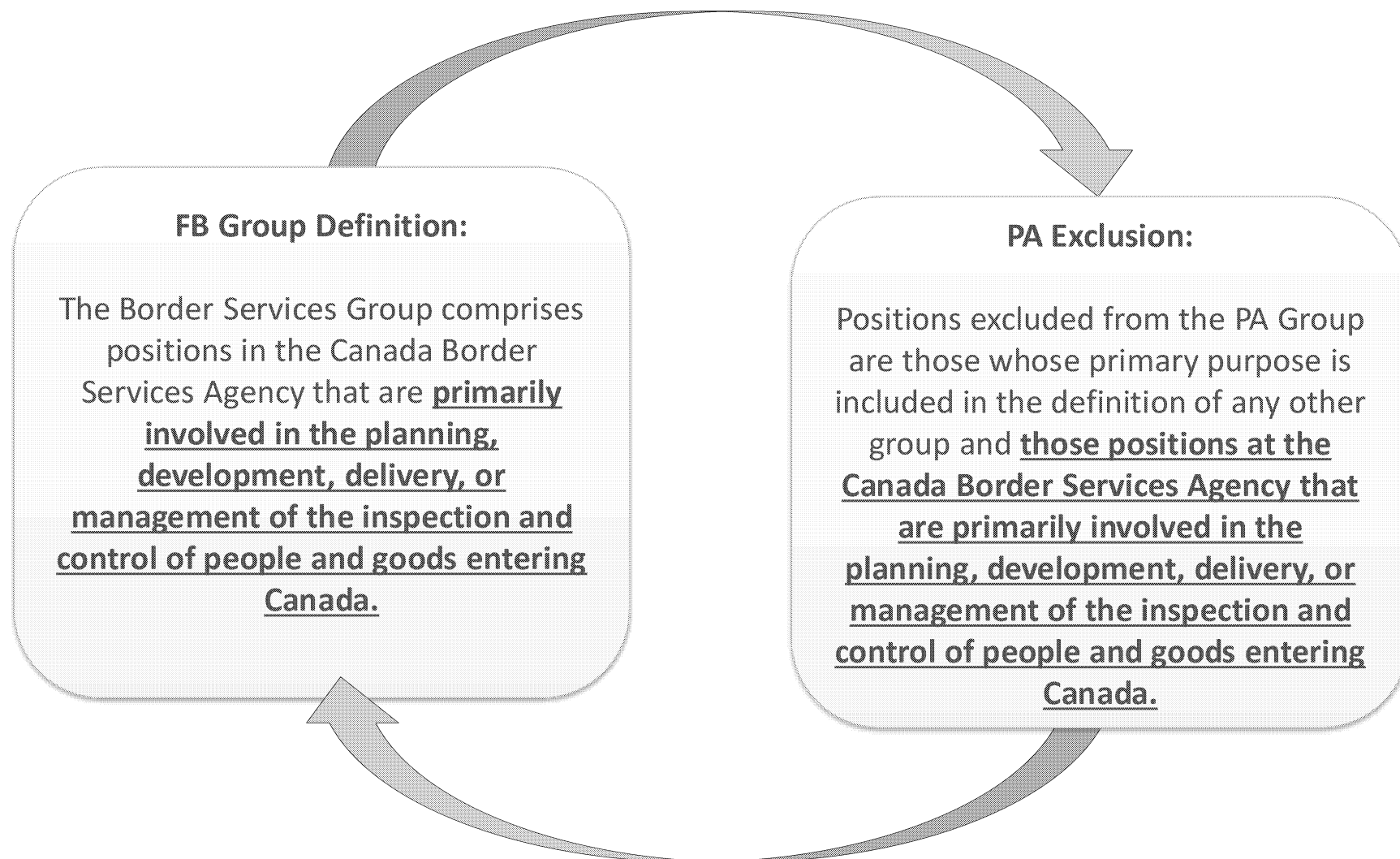
1. No administrative or clerical support functions
2. No general program/policy work

### What it Means

- POE all modes
- Investigations
- Hearings
- Removals
- Inland Enforcement
- Intelligence and targeting
- Recourse
- Operations focused program/policy work
- Direct management roles for above functions



## Appendix B: FB Group Inclusion/PA Exclusion

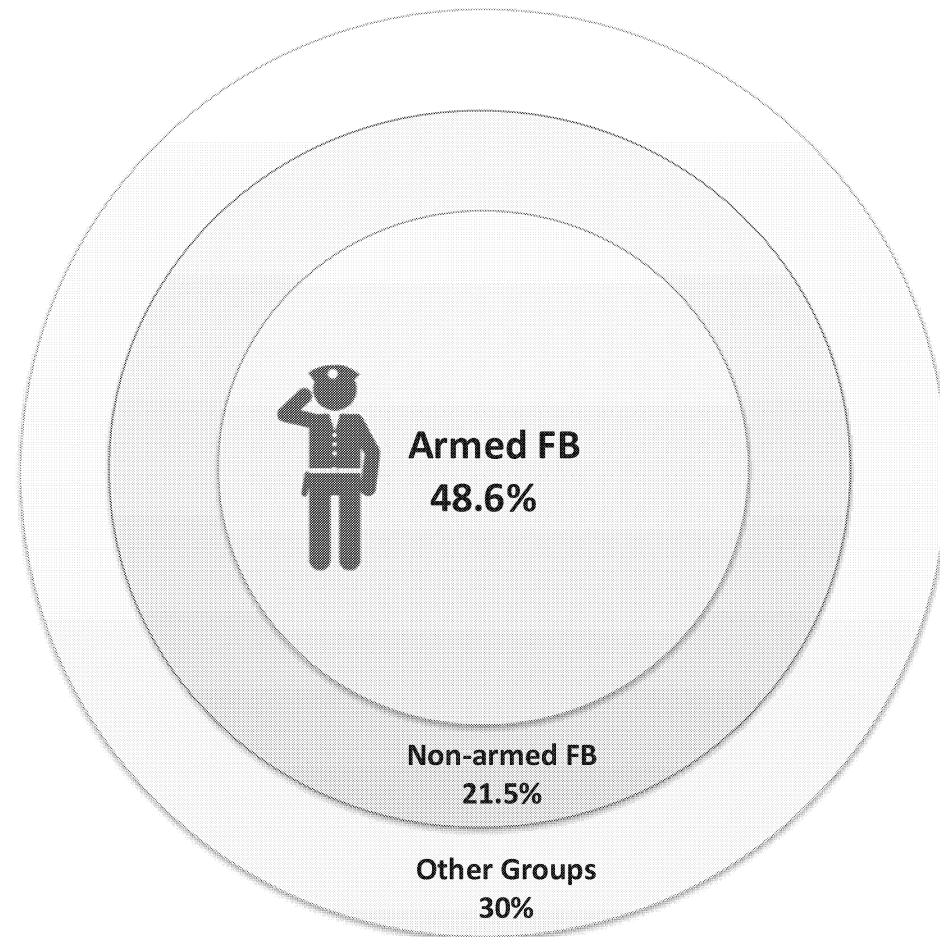




## Appendix C: CBSA's Top 11 Groups (non-ex)

Group	# filled	%*
FB (Armed)	7,225	48.6%
FB (non-armed)	3,193	21.5%
CR	1,519	10.2%
AS	860	5.8%
CS	752	5.1%
PE	308	2.1%
FI	173	1.2%
EC	143	1.0%
PM	119	0.8%
IS	103	0.7%
CO	50	0.3%
PG	40	0.3%
Other	173	1.2%
<b>Total</b>	<b>14,658</b>	<b>98.7%</b>

EX	200	1.3%
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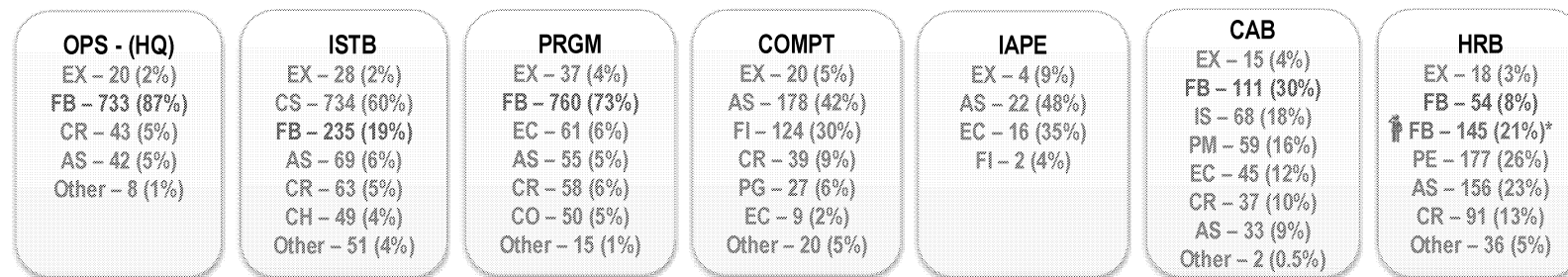
*\*Data from CAS as of March 01, 2016*





# Appendix D: Breakdown by Branch

HQ



\*Armed FB instructors

## Operations-HQ

International

NBOC

CP&S

Commercial  
& Trade

Traveler  
Ops

E&I

## Operations-Regions



PAC

PRA

SOR

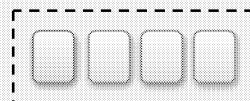
GTA

NOR

QC

ATL

All programs structured and delivered with some variability to align to each Region's nature and scope of business



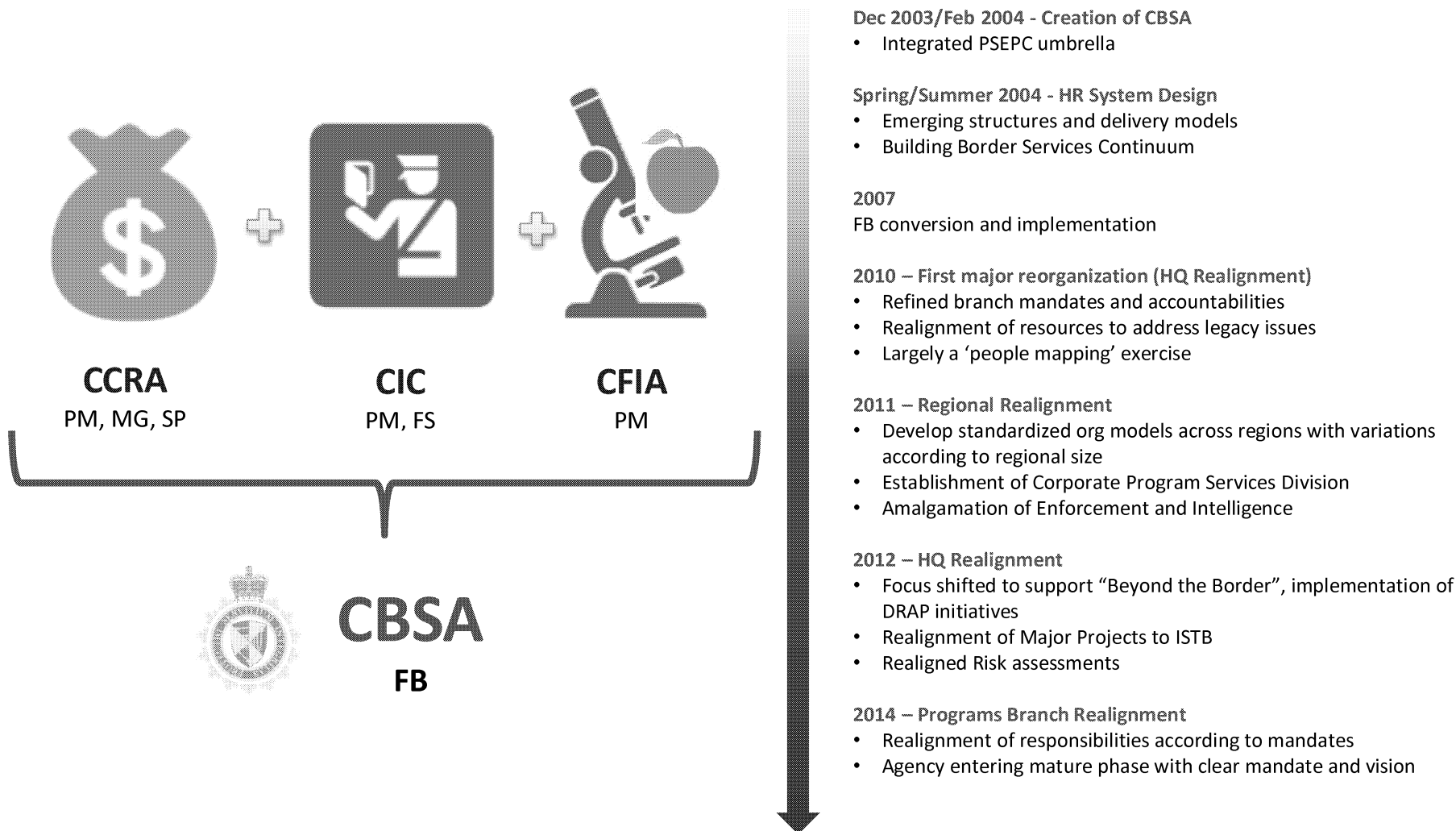
FIELD

### OPS - Regions

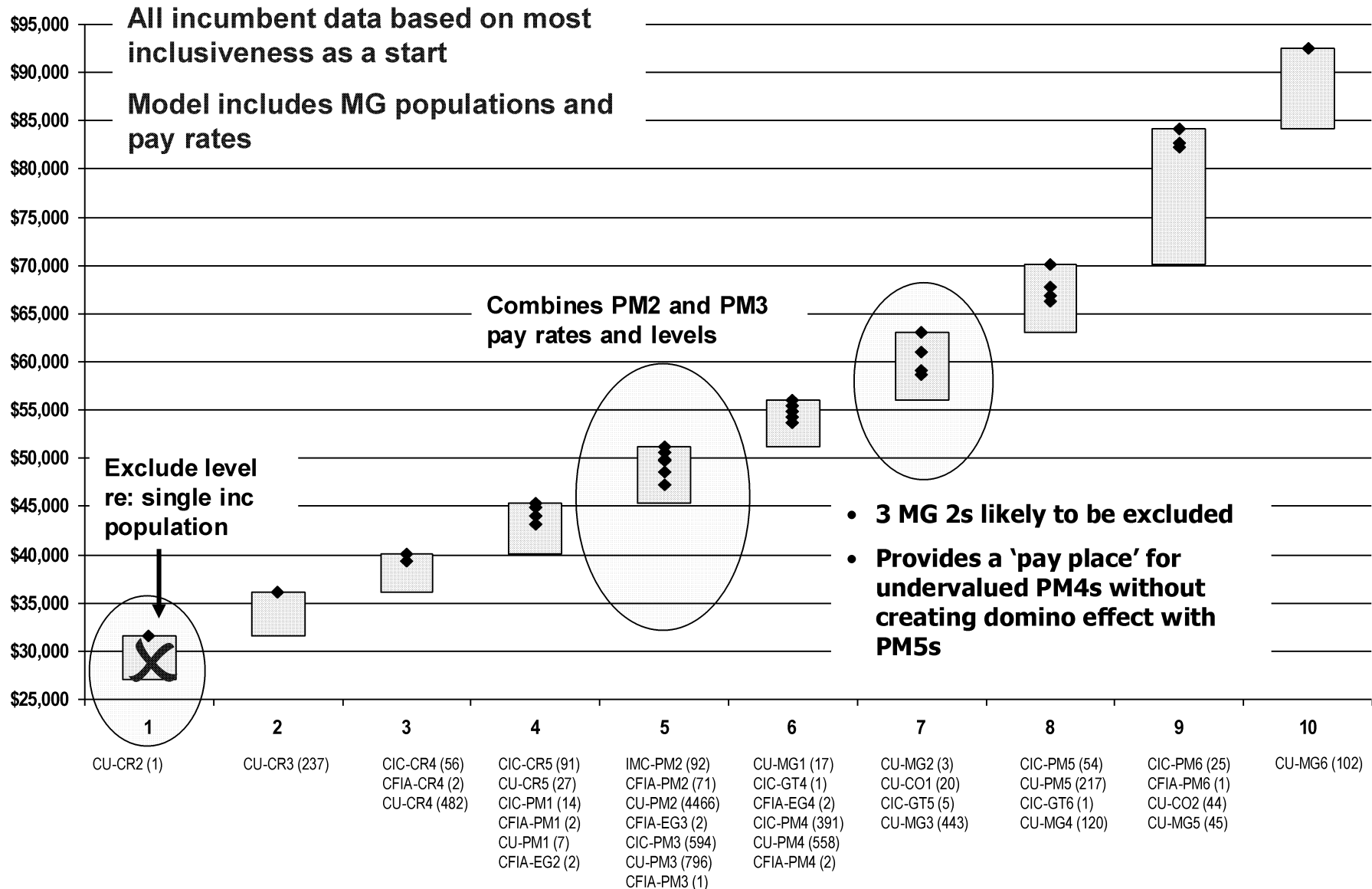
EX - 50 (0.5%)  
 FB - 7,119 (70%)  
 FB - 1,259 (12%)  
 CR - 1,180 (12%)  
 AS - 296 (3%)  
 PE - 131 (1%)  
 Other - 179 (2%)



## Appendix E: Organizationally, how did we get here?

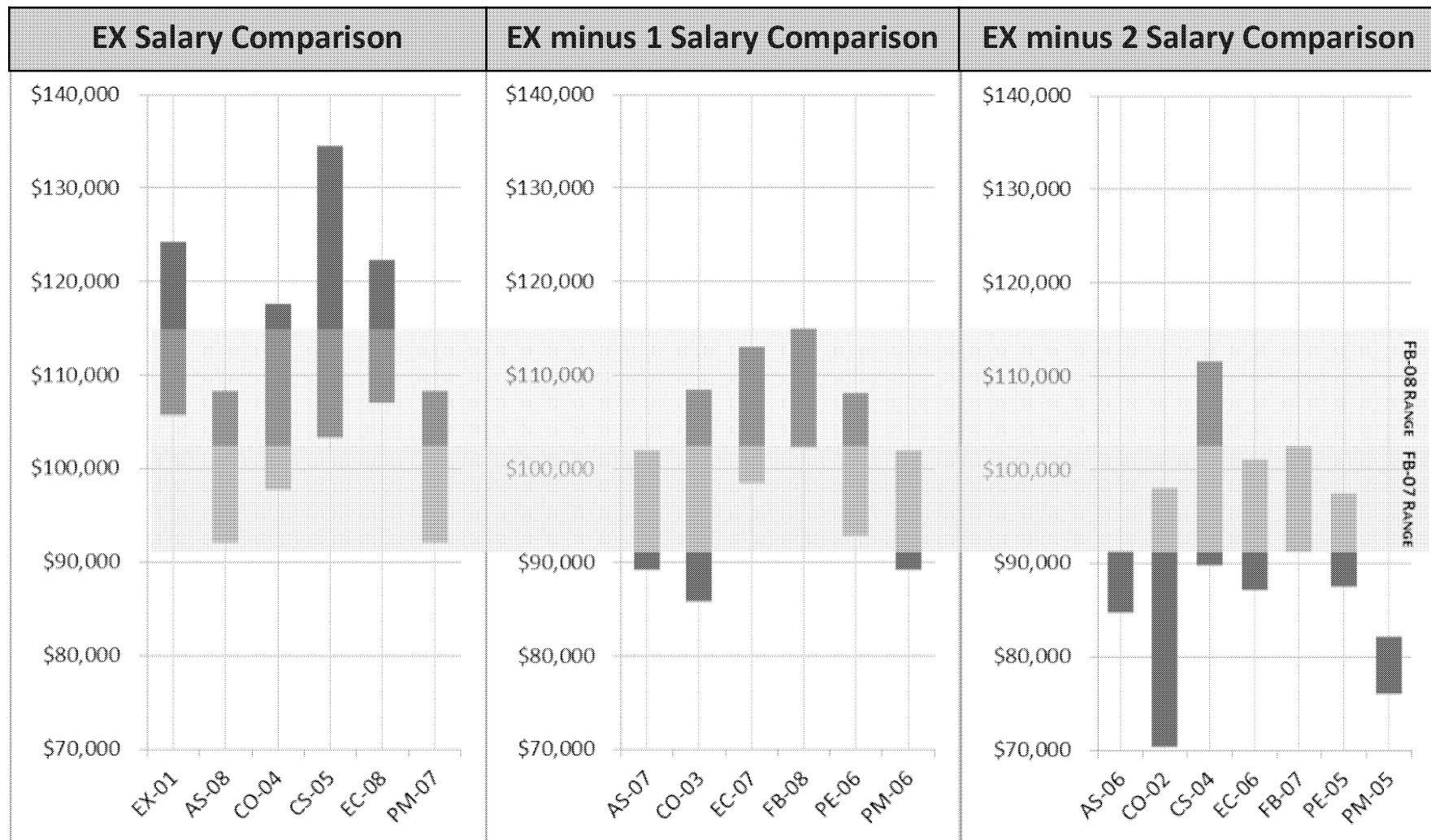


## Appendix F: 2005 - Consolidated Pay Line – A Working Model





## Appendix G: Salary Ranges



# RELEVANT TBS OCCUPATIONAL GROUP DEFINITIONS

Administrative Services (AS)	Programme Administration (PM)	Border Services (FB)	Economics and Social Science (EC)	Commerce (CO)	Audit (AU)
The Program and Administrative Services (PA) Group comprises positions that are primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed the Public Service.	The Program and Administrative Services Group (PA) comprises positions that are primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the public.	The Border Services Group (FB) comprises positions in the Canada Border Services Agency that are primarily involved in the planning, development, delivery, or management of the inspection and control of people and goods entering Canada.	The EC Group comprises positions that are primarily involved in the conduct of surveys, studies and projects in the social sciences; the identification, description and organization of archival, library, museum and gallery materials; the editing of legislation or the provision of advice on legal problems in specific fields; and the application of a comprehensive knowledge of economics, sociology or statistics to the conduct of economic, socio-economic and sociological research, studies, forecasts and surveys; the research, analysis and evaluation of the economic or sociological effects of departmental or interdepartmental projects, programs and policies; the development, application, analysis and evaluation of statistical and survey methods and systems; and the development, analysis and interpretation of qualitative and quantitative information and socio-economic policies and recommendations.	The Audit, Commerce and Purchasing (AV) Group comprises positions that are primarily involved in the planning, development, delivery and management of economic development policies, programs, services and other activities.	The Audit, Commerce and Purchasing Group (AV) comprises positions that are primarily involved in the application of a comprehensive knowledge of generally accepted accounting principles and auditing standards to the planning, delivery and management of external audit programs.
<p><b>INCLUSIONS</b></p> <p>(2) the planning, development, delivery or management of government policies, programs, services or other activities directed to the Public Service;</p> <p>(3) the planning, development, delivery or management of policies, programs, services or other activities in two or more administrative fields, such as finance, human resources or purchasing, directed to the Public Service;</p> <p>(6) the planning, development, delivery or management of the internal comprehensive audit of the operations of Public Service departments and agencies;</p> <p>(8) the research, analysis and provision of advice on employee compensation issues to managers, employees and their families or representatives;</p> <p>(9) the provision of advice, support, and training to users of electronic office equipment, both hardware and software;</p> <p>(10) the planning, development, delivery or management of policies, programs, services or other activities dealing with the management of property assets and facilities, information holdings or security services in support of the Public Service</p> <p>(15) the leadership of any of the above activities.</p>	<p><b>INCLUSIONS</b></p> <p>(2) the planning, development, delivery or management of government policies, programs, services or other activities directed to the public;</p> <p>(4) the planning, development, delivery or management of government policies, programs, services or other activities dealing with the collection of taxes and other revenues from the public;</p> <p>(5) the planning, development and delivery of consumer product inspection programs;</p> <p>(7) the planning, development, delivery or management of policies, programs, services or other activities dealing with the privacy of and access to information;</p> <p>(15) the leadership of any of the above activities.</p>	<p><b>INCLUSIONS</b></p> <p>(1) determining the admissibility of people or goods entering Canada;</p> <p>(2) post-entry verification of people or goods that have entered Canada;</p> <p>(3) arresting, detaining or removing those people who may be in violation of Canada's laws;</p> <p>(4) investigating the illegal entry of people or goods;</p> <p>(5) conducting intelligence activities related to the monitoring, inspection or control of people or goods entering Canada;</p> <p>(6) developing Canada Border Services Agency operational directives to be followed in carrying out the above activities;</p> <p>(7) the leadership of any of the above activities.</p>	<p><b>INCLUSIONS</b></p> <p>(1) the conduct of surveys, studies, projects and tests requiring a practical knowledge of a specialized field such as economics, history, law or psychology and requiring the development of specialized techniques and procedures, or the development and use of related processing applications, or the interpretation of findings;</p> <p>(2) the identification, description, classification, organization and location of archival, gallery, library or museum materials; or the creation, manipulation, verification, analysis and transmission of descriptive records pertaining to such materials, both of which require a practical knowledge of the subject matter;</p> <p>(3) the editing of legislation or the conduct of studies in matters such as land conveyancing, expropriation, litigation and labour relations requiring a practical knowledge of the specific legal area to interpret findings or prepare submissions;</p> <p>(4) the application of a practical knowledge of a specialized field such as economics, history, law or psychology to the use and modification or adaptation of computer systems, utilities or software;</p> <p>(5) the application of a comprehensive knowledge of economics, sociology or statistics to economic, socio-economic or sociological studies, forecasts and surveys in a variety of subject areas in domestic and/or international settings;</p> <p>(6) the application of a comprehensive knowledge of economics, sociology or statistics to the development, application and evaluation of statistical and survey methods and indicators for use in natural or social science research projects, or in the planning of surveys and censuses or in the determination of statistical measures and techniques for data analysis and reporting;</p> <p>(7) the provision of advice in the fields of economics, sociology and statistics;</p> <p>(8) the leadership of any of the above activities.</p>	<p><b>INCLUSIONS</b></p> <p>(2) commerce the planning, development, delivery and management of economic development policies, programs, services and other activities designed to promote the establishment, growth and improvement of industry, commerce and export trade; and the regulation of trade and commerce including:</p> <p>a. the promotion of the more efficient use of resources in particular geographic areas through the conduct of studies and investigations and the implementation of programs and projects for this purpose;</p> <p>b. the promotion of the development and use of modern industrial technologies;</p> <p>c. the promotion of economic development directed towards groups, regions, industries or the Canadian economy as a whole;</p> <p>d. the promotion of the export of Canadian goods and services, including the tourist industry; the expansion of Canada's share of global trade by providing advice to Canadian companies, trade associations or other agencies of government, by safeguarding and promoting Canadian trading relationships, or by bringing the export aspects to bear in Canada's aid and financing programs;</p> <p>e. the study and assessment of developments in international trade and trading arrangements, and their implications for the Canadian economy;</p> <p>f. the administration and enforcement of competition legislation and legislation relating to restraints of trade;</p> <p>g. the examination of records and reports of registered insurance, trust and loan companies, money lenders and small loan companies, fraternal benefit societies and co-operative credit associations to ensure their solvency and compliance with legislation and regulations controlling their operations;</p> <p>(4) the provision of advice in the above fields;</p> <p>(5) the leadership of any of the above activities</p>	<p><b>INCLUSIONS</b></p> <p>(1) audit the application of a comprehensive knowledge of generally accepted accounting principles and auditing standards to the auditing of the accounts and financial records of individuals, businesses, non-profit organizations, or provincial or municipal governments to determine their accuracy and reasonableness, to establish or verify costs, or to confirm the compliance of transactions with the provisions of statutes, regulations, agreements or contracts;</p> <p>(4) the provision of advice in the above fields;</p> <p>(5) the leadership of any of the above activities.</p>

Administrative Services (AS)	Programme Administration (PM)	Border Services (FB)	Economics and Social Science (EC)	Commerce (CO)	Audit (AU)
<p>GROUP EXCLUSIONS:</p> <p>Positions excluded from the Program and Administrative Services Group are those whose primary purpose is included in the definition of any other group and those positions at the Canada Border Services Agency that are primarily involved in the planning, development, delivery, or management of the inspection and control of people and goods entering Canada.</p>	<p>GROUP EXCLUSIONS:</p> <p>Positions excluded from the Program and Administrative Services Group are those whose primary purpose is included in the definition of any other group and those positions at the Canada Border Services Agency that are primarily involved in the planning, development, delivery, or management of the inspection and control of people and goods entering Canada.</p>	<p>GROUP EXCLUSIONS:</p> <p>Positions excluded from the Border Services Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is of primary importance:</p> <p>(1) the collecting, recording, arranging, transmitting and processing of information, the filing and distribution of information holdings, and the direct application of rules and regulations; or</p> <p>(2) the planning, development, delivery or management of government policies, programs, services or other activities directed to the public other than those involving the inspection and control of people and goods entering Canada.</p>	<p>GROUP EXCLUSIONS:</p> <p>Positions excluded from the Economics and Social Science Services Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is of primary importance:</p> <p>(1) the operation, scheduling or controlling of the operations of electronic equipment used in the processing of data for the purpose of reporting, storing, extracting and comparing information or for solving formulated problems according to prescribed plans;</p> <p>(2) the collecting, recording, arranging, transmitting and processing of information, the filing and distribution of information holdings, and the direct application of rules and regulations;</p> <p>(3) the planning, development, delivery or management of policies, programs, services or other activities directed to the public or to the Public Service;</p> <p>(4) the explanation, promotion and publication of federal government programs, policies and services;</p> <p>(5) the application of a comprehensive knowledge of mathematics to the development or application of mathematical and analytical methods, including those of mathematical statistics; and</p> <p>(6) the planning, development, delivery and management of economic development policies, programs, services and other activities designed to promote the establishment, growth and improvement of industry, commerce and export trade and the regulation of trade and commerce.</p>	<p>GROUP EXCLUSIONS:</p> <p>Positions excluded from the Audit, Commerce and Purchasing Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is of primary importance:</p> <p>(4) the application of a comprehensive knowledge of agriculture to the promotion, development and regulation of the agricultural industry and trade;</p> <p>(5) the application of a comprehensive knowledge of economics, sociology or statistics to the conduct of economic, socio-economic and sociological research, studies, forecasts and surveys;</p> <p>(6) the planning, development, delivery and promotion of Canada's diplomatic, commercial, human rights, cultural, promotional and international development policies and interests in other countries and in international organizations through the career rotational foreign service;</p> <p>(7) the design of trade exhibits or displays or activities dealing with the explanation, promotion and publication of federal government programs, policies and services.</p>	<p>GROUP EXCLUSIONS:</p> <p>Positions excluded from the Audit, Commerce and Purchasing Group are those whose primary purpose is included in the definition of any other group or those in which one or more of the following activities is of primary importance:</p> <p>(1) the evaluation of actuarial liabilities and the determination of premiums and contributions in respect of insurance, annuity and pension plans;</p> <p>(2) the planning and conduct of internal financial audits;</p> <p>(3) the planning, development, delivery or management of the internal comprehensive audit of the operations of Public Service departments and agencies.</p>

(Message from VP HRB to Managers)

## **Subject: Classification Renewal – Update on Implementation**

Colleagues,

This email is to provide you with updated information on the implementation of the Classification Renewal Initiative taking place across the Agency and to provide you with information and tools to assist you in supporting your teams through this initiative.

As one of the fifteen [CBSA Renewal Initiatives](#) approved by the Executive Committee (EC), Classification Renewal is a management driven exercise that will help us to strengthen our foundation leading to improvements in our ability to maximize our talent and work smarter. We will accomplish this by having organizational structures that align with the Agency's needs and job descriptions that provide job clarity and distinction from a skills and competencies perspective. All of this will support effective human resources planning aimed at getting the right people in the right jobs, and it is EC's expectation that all managers will provide their support in meeting these goals.

Classification Renewal is a multi-year initiative. Last year, we focussed on reviewing internal services, which involved the implementation of the Personnel Administration (PE) and Computer Systems (CS) generic work descriptions, as well as updating job descriptions for the Financial Management (FI), Information Services (IS) and Purchasing and Supply (PG) communities. Our focus has now shifted to the review of positions that provide an administrative, program or policy function at the CBSA.

If you are a manager of a team providing administrative, program or policy functions, we will be reaching out to you to further our understanding of your roles and responsibilities. Our classification team will conduct [interviews](#) with some of your employees to learn more about the work they perform. Within the year, we will start implementing our new [suites of standardized job descriptions](#) and organizational models.

Given the scope of the Classification Renewal initiative, I have asked the classification team to ensure that managers, employees and the CIU are engaged and consulted throughout the process. An update directed to all employees will be issued in the CBSA Daily shortly. To support you in answering questions employees may have, additional [information](#), [tools](#) and answers to [frequently asked questions](#) are available on Apollo.

Also, allow me to direct your attention to salary protection provisions for employees: In the event that their substantive position is reclassified to an occupational group or level at a lower salary, [Collective Agreements](#) and/or the [Directive on Terms and Conditions of Employment](#) provide for salary protection at the employee's previous classification in such circumstances.

In addition, the Human Resources Branch has established a DG Advisory Committee on the Classification Renewal Initiative that provides a forum for human resources professionals and senior management to collaborate. The Committee will also seek to improve the way information is communicated to employees.

Classification Renewal is a positive initiative for employees and for the future of this organization. We are committed to getting it right. We will keep employees updated on this initiative via our [Atlas page](#) as we move forward.

Thank you,

**Jacqueline Rigg**

Vice-President

Human Resources Branch



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# Non-EX Organization Design and Classification

ECHR

December 2019

PROTECTION SERVICE INTEGRITY  
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ÉGRITÉ PROTECTION **SERVICE**  
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ON SERVICE PROTECTION  
ECTION SERVICE INTÉGRITÉ PR  
OTECTION SERVICE INTEGRITY  
PROTECTION SERVICE INTÉGRITÉ  
TÉ **PROTECTION** SERVICE INT  
EGRITY PROTECTION **SERVICE**  
**INTÉGRITÉ** PROTECTION SERVI  
CE INTEGRITY PROTECTION SE



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# Purpose

Provide an update on Classification, with focus on:

- Classification Renewal, FMM/Nationalization, daily operations and EC group classification
- Seeking EC approval on changes to current Classification Renewal timelines



# Classification Renewal

**Previous ECHR Decision:** Classification Renewal project approved in September 2016

## Goals:

- Ensure CBSA's organizational structure is responsive to business needs and respects financial allocation
- Ensure that managers and employees have access to simplified and intuitive Classification tools, processes and support

## Drivers:

- Agency sustainability
- Employees appropriately compensated for the work they are assigned

## Intent:

- Review group allocations and levels
- Address compression
- Adjust span of control to be more consistent and fair

## Expected Benefits:

- Greater clarity across jobs
- Reduced overlap
- Enhanced employee mobility and clear career development paths
- Alignment to Central Agency Classification modernization efforts

**Approach:** 3 waves of work involving the development of standardized job descriptions and organizational models



# Classification Renewal – 3 Waves

## WAVE 1

6 streams of jobs and org models

-6 occupational groups (CS, PE, PG, AS, IS, FI)

-approx. 1,750 positions

- Administrative Structure Review (ASR) positions mapped and standardized job descriptions (SJDs) in use
- ATIP SJDs in use
- 68 SJDs completed and in circulation

## WAVE 2

-16 streams of jobs and org models

-5 occupational groups (AS, CR, PM, EC, CO)

-approx. 5,000 positions

- 28 SJDs completed and in circulation
- 74 SJDs drafted and being evaluated
- All SJDs to be finalized by December 2019

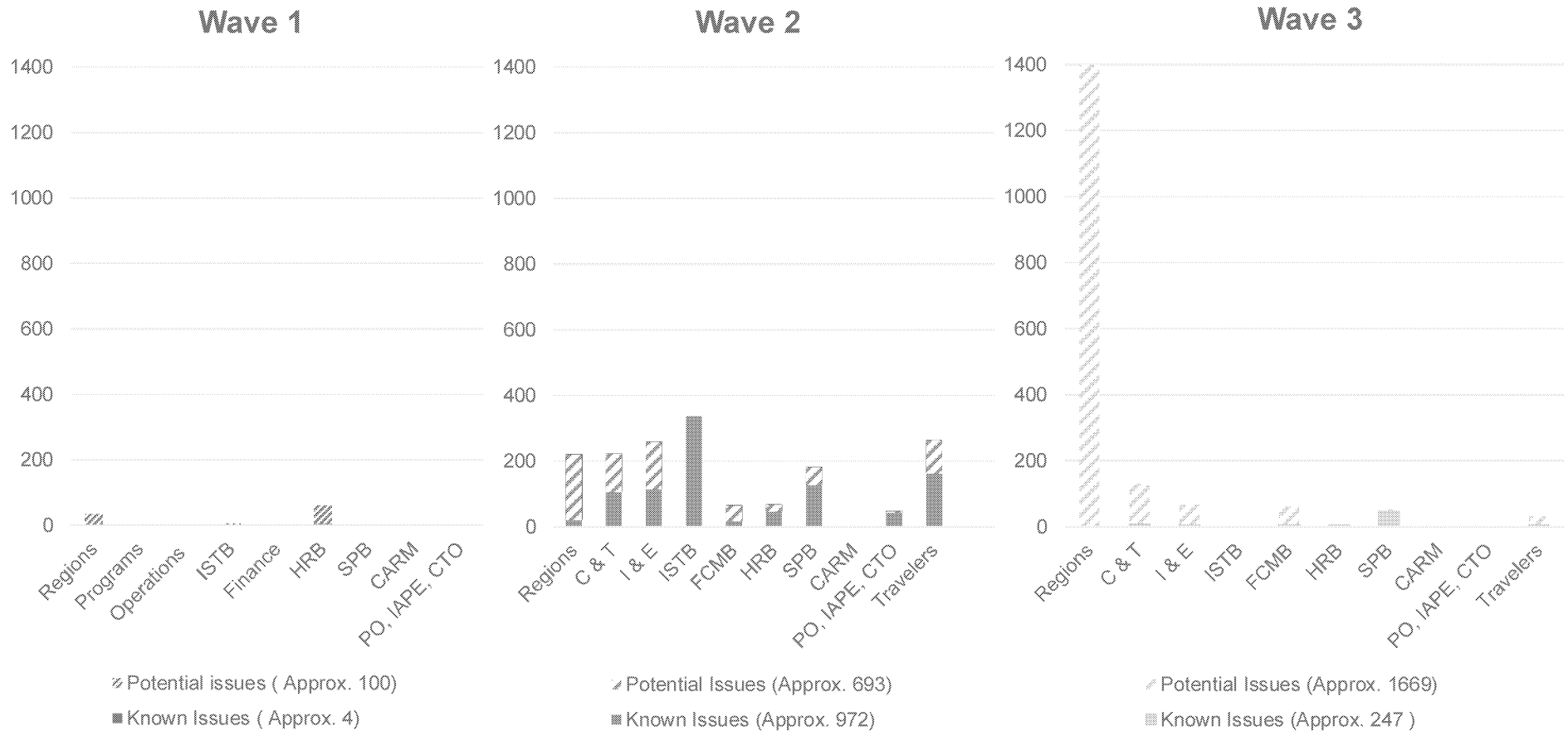
## WAVE 3

Number of streams to be determined, but focus is on:

- Frontline operational work (POEs, Regional I&E, Trade, Recourse, etc)
- Operational policy (directly linked to frontline operational work)
- Data science/research



# Impact of Classification Renewal: Potential Reclassifications



**Note:** Projections above based on preliminary assessments at the organizational level and may change as more in-depth reviews are conducted.



## Other Classification Activities

- **Ongoing heavy involvement in various Agency initiatives:**
  - Nationalization Wave 2 (Finance, Material Management, IM, IT, Procurement)
  - FMM:
    - Intelligence and Enforcement
    - Commercial and Trade
    - Travellers
    - ISTB
    - SPB (including Issues Management function)
  - Business Planning and Management Units
- **Classification Operations:**
  - FY 19/20 Q1:
    - 1685 Classification actions
    - 1210 actions completed within service standards (71% met)
  - FY 19/20 Q2:
    - 1116 Classification actions
    - 724 actions completed within service standards (64% met)



## EC Group Action Plan

### Now that EC Champion has been identified:

- Develop and implement process to establish baseline for EC positions across the Agency (December 2019 – January 2020)
- Enable clients and determine what needs will be in terms of EC positions over the next 6-9 months through call out to VPs (February 2020)
- EC Champion to support Classification in analysis of legitimate areas to house EC positions and determine the nature of that work
- Regular meetings to be scheduled with EC Champion to discuss potential requested anomalies following areas identified above
- On-going education provided to clients about what is included in EC group – training offered, upon request



# Optimizing Classification

## **To date, HRB has:**

- Provided advice to clients on how to manage business with their current organization
- Used contractors and casuals to help with workload
- Hired Classification trainees to support Accredited Advisors
- Fast tracked lower level position creations/low risk actions
- Implemented interdepartmental generics
- Provided training (Classification 101) to managers, upon request
- Reduced analysis for certain areas

## **In spite of these efforts, the following risks remain:**

1. Non-EX Classification's ability to deliver on key Renewal initiatives, simultaneously (Classification Renewal and FMM/Nationalization)
2. Non-EX Classification's ability to deliver on high demand of operational Classification activities



## Recommendation

To address the risks impacting the implementation of Classification Renewal, FMM/Nationalization and ongoing Classification activities, HRB recommends:

### 1. Revised Timelines for Classification Renewal:

- Align FMM/Nationalization (Non-EX Classification activities) and Classification Renewal timelines without impacting overall deliverables
- Implementation of Wave 2 of Classification Renewal to be delayed 6 months, to allow for implementation of FMM initiatives, and final implementation of Wave 2 to be completed by September 2020

### Impacts:

- Reduced impact on employees
- Reduced risk of multiple grievances stemming from Classification Renewal/FMM
- Provides sufficient time for Classification to work with clients to ensure structures, tools and support materials are in place
- Branches will work with Classification in a sequential order to complete FMM/Wave 2 exercise of Classification Renewal simultaneously
- The target completion date of all 3 waves of Classification Renewal remains March 31<sup>st</sup>, 2021





## Recommendation (continued)

### 2. Increased planning and client engagement:

- Branches/Regions to prioritize all complex operational Classification requests for their area
- Managers to provide Classification Advisors with necessary information prior to meeting, to allow for fruitful discussions
- Requests to optimize nationalized structures to be delayed post FMM implementation timelines
- Managers to limit all org design requests not specifically linked to FMM and Wave 2 of Nationalization until September 2020
- Realistic timelines set and mutually agreed upon by clients and Classification
- Clients to explore different HR mechanisms to meet their needs (i.e. temporary staffing actions)

### Impacts:

- Work is better planned and prioritized
- HRB can better allocate resources to meet organizational needs
- Reduced number of exchanges of information
- Reduced client and HRB frustration



# Summary

## Seeking EC decision on:

- **Revised Timelines:**

- Nationalization Wave 2 – completion of changes in reporting relationships by March 31st, 2020
- FMM – 3 business lines and ISTB – and Classification Renewal
  - December 2019 to June 2020 – review of subordinate structures and preliminary mapping of positions to new SJDs
  - July 2020 to September 2020 – implementation phase, including data entry and notification to employees

- **Organizational Support:**

- Planning and prioritization of requests mutually agreed upon by clients and Classification Advisors



## Next Steps

Pending decision from ECHR, HRB will:

- ☐ Finalize the change management strategy for implementation phase of Classification Renewal, including regular updates to executives, managers and employees at all levels
- ☐ Amend Classification Renewal Wave 2 timelines to align with FMM activities
- ☐ Develop and implement process to establish baseline for EC positions
- ☐ Continue to review and simplify Classification processes

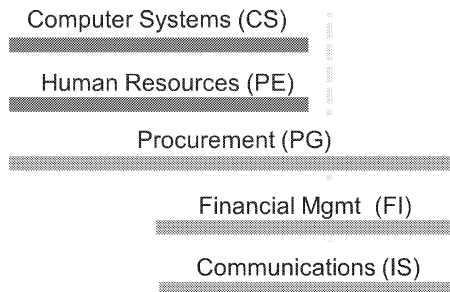


# Appendices



# Classification Renewal Job Development Timelines – All Waves

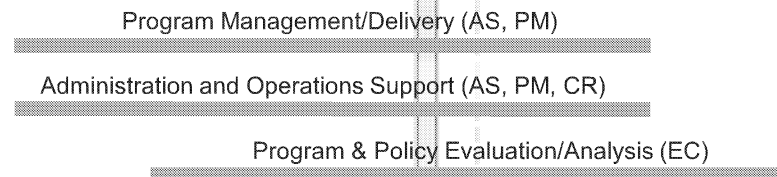
## Wave 1 : Internal Services (*ongoing*)



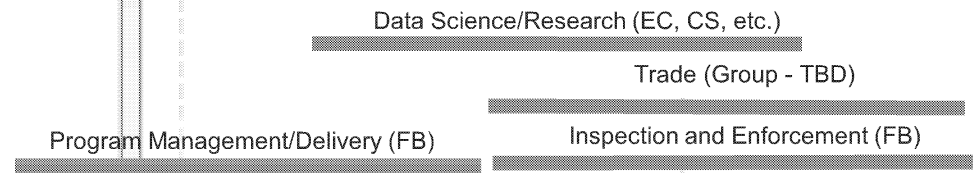
**Wave 1** – Quick hits. Work underway for most part.  
**Wave 2** – Address high-risk classification issues.  
**Wave 3** – Align FB SJDs to new/updated operational models from Renewal.

We are here

## Wave 2 : Policy, Program and Administration (*in progress*)



## Wave 3 : Border Services and Others



FY 2017-18

FY 2018-19

FY 2019-20

FY 2020-21

SJDs implemented    SJDs in development    SJDs pending

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# Development and Implementation of Organizational Models and Job Descriptions

## WAVE 1

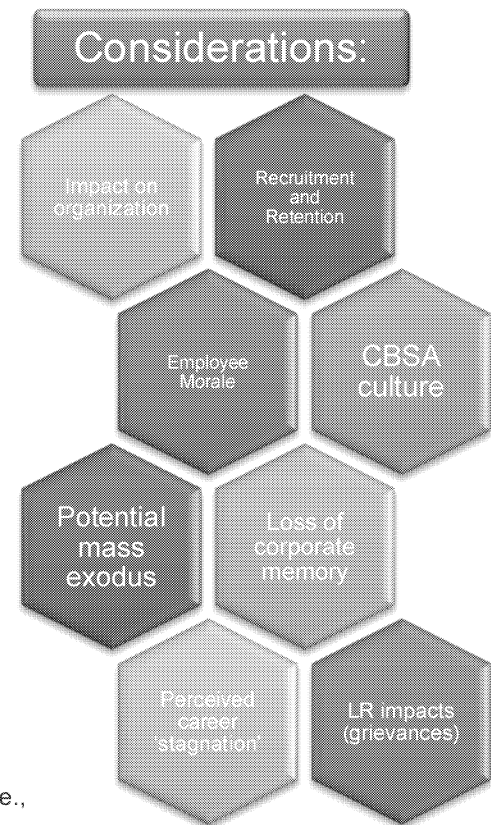
- ☐ 6 Streams of jobs and accompanying organizational models:
  - ✓ 6 Occupational groups (CS, PE, PG, AS, IS & FI)
  - ✓ 68 Standardized Job Descriptions (SJDs)
  - ✓ Approximately 1,750 positions
- ☐ Analysis completed, work shifted to resolving anomalies and/or finalizing the development of org models and SJDs
- ☐ CS generics are 93% implemented
  - ✓ Regional positions to be mapped to community generics;
  - ✓ Remaining CS positions not mapped, require further input from management to resolve.
- ☐ PE generics are 85% implemented
  - ✓ Remaining PE positions on hold pending nationalization; post nationalization analysis may impact on org models and resolve compression issues.
- ☐ FI and IS SJDs have been finalized and are ready for implementation
- ☐ PG and Materiel Management SJDs on hold pending organization stabilization



# Development and Implementation of Organizational Models and Job Descriptions

## WAVE 2 (in progress)

- ❑ 16 streams of jobs and accompanying organizational models included in Wave 2:
  - ✓ 5 Occupational groups (AS, CR, PM, EC, CO)
  - ✓ Approximately 100 new Standardized Job Descriptions
  - ✓ Approximately 5,000 positions
- ❑ Preliminary analysis has identified that:
  - ✓ Approximately 915 positions identified as high risk for reclassification
  - ✓ Approximately 925 additional positions identified as potential risks for reclassification, but further analysis required to confirm
  - ✓ Remainder of positions to be mapped at level
- ❑ Employees will be advised of decisions regarding their positions beginning in FY 2019-2020\*
  - ✓ Wave 2 streams are currently at various stages of development/consultation
  - ✓ Employee notifications will proceed by stream, as each stream is finalized\*\*



Note: Organizational changes (functionalization, nationalization, LR issues, etc) may lead to the addition of new streams (i.e., Compensation, Security), or the removal of ongoing streams



# Development and Implementation of Organizational Models and Job Descriptions

## WAVE 3 (upcoming)

- ❑ Wave 3 focusses primarily on:
  - ✓ Frontline operational work (POEs, Regional E&I, Trade, Recourse, etc)
  - ✓ Operational policy (directly linked to frontline operational work)
  - ✓ Data science/research
- ❑ Encompasses the largest target population
  - ✓ Over 11,000 positions
  - ✓ # of streams TBD
  - ✓ Group allocation primarily FB, and to a lesser extent EC, CS, and potentially others
- ❑ Currently in the planning and preparation stage
  - ✓ Research, analysis, and job development in 2019/20
  - ✓ Implementation likely to begin later in 2019/20, overlapping into 2020/21
- ❑ Anticipated impact:
  - ✓ Minimal impact in terms of reclassifications; majority of employees will be mapped at level to new SJDs
  - ✓ Greater potential impact relating to organizational structure (addressing span of control and compression issues) and assignment of work concerns
- ❑ Drafts of Deputy Head Directed Decisions for Border Services Instructor and Counter Proliferation positions





## Update on Classification Renewal Accomplishments to Date

SJDS* COMPLETED AND IN CIRCULATION – WAVE 1		# OF SJDS
ASR (pre-Class Renewal)	Mapped and in use.	4
ATIP (pre-Class Renewal)	Mapped and in use.	5
CR Business Support	Not yet mapped, but being used for new position creations.	3
CR Program and Project	Not yet mapped, but being used for new position creations.	4
CS	Mapped and in use. There are still some positions not mapped due to structure misalignment.	45
PE	Mapped and in use. There are still positions not mapped due to structure misalignment.	16

SJDS COMPLETED AND IN CIRCULATION – WAVE 2		# OF SJDS
AS Program Support	Not yet mapped, but being used for new position creations.	5
AS Project Support	Not yet mapped, but being used for new position creations.	6
Planning	Not yet mapped, but being used for new position creations.	3
EC	Not yet mapped, but being used for new position creations.	5
PM Program Delivery	Not yet mapped, but being used for new position creations.	8
PM Program Development	Not yet mapped, but being used for new position creations.	1

\* Standardized job descriptions (SJDS)

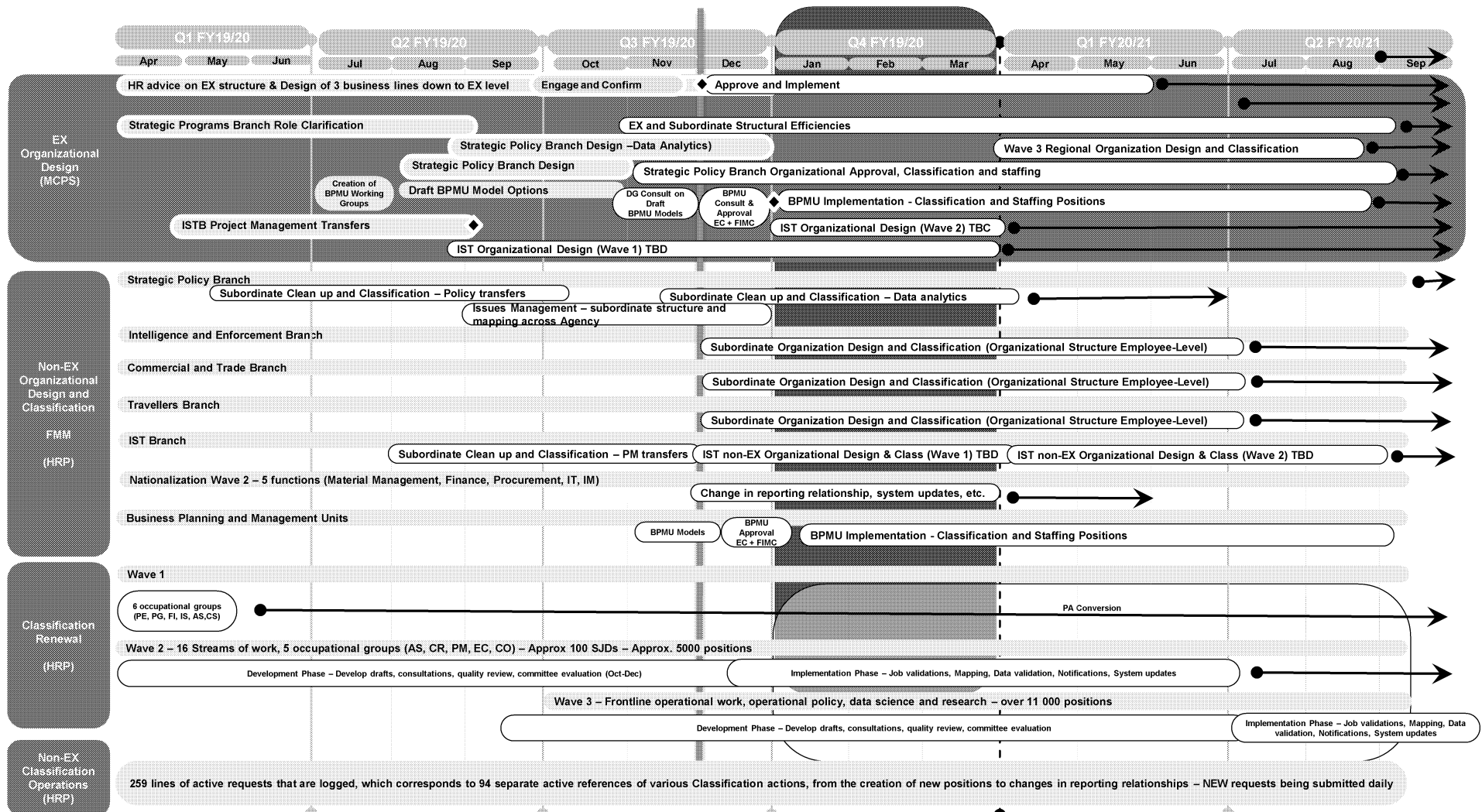


## Wave 2 Stream Updates

STREAM	UPDATE	NUMBER OF SJDS
<b>AS Business Stream</b> (BPMU - Internal services and other)	Working with the Business Planning and Management Unit (BPMU) working group	4
<b>AS Project Management</b>	SJDs completed, being reviewed to ensure rateability	7
<b>AS Service Management</b>	SJDs completed, being reviewed to ensure rateability	6
<b>AS Program and Policy</b>	SJDs completed, being reviewed to ensure rateability; review of nomenclature to align with other streams	10
<b>PM Program and Policy</b>	SJDs reviewed by management; feedback being integrated; will be sent to union and employees for input	10
<b>CO</b>	SJDs completed and ready for employee review; currently on hold at request of senior management	3
<b>EC Policy</b>	SJDs ready to be evaluated	8
<b>EC Evaluation</b>	SJDs ready to be evaluated	8
<b>FI (delayed from Wave 1)</b>	SJDs completed and ready for use	5
<b>IS (delayed from Wave 1)</b>	Evaluation committee completed, committee reports being drafted.	6
<b>PG – Contracting, Procurement/ Material Management (delayed from wave 1 - on hold)</b>	SJDs being drafted, but management priority is currently Nationalization	7



# FMM/Nationalization/Classification Renewal/Classification Operations Timelines



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frontaliers du Canada



# Classification Renewal

One | HR  
February 2019

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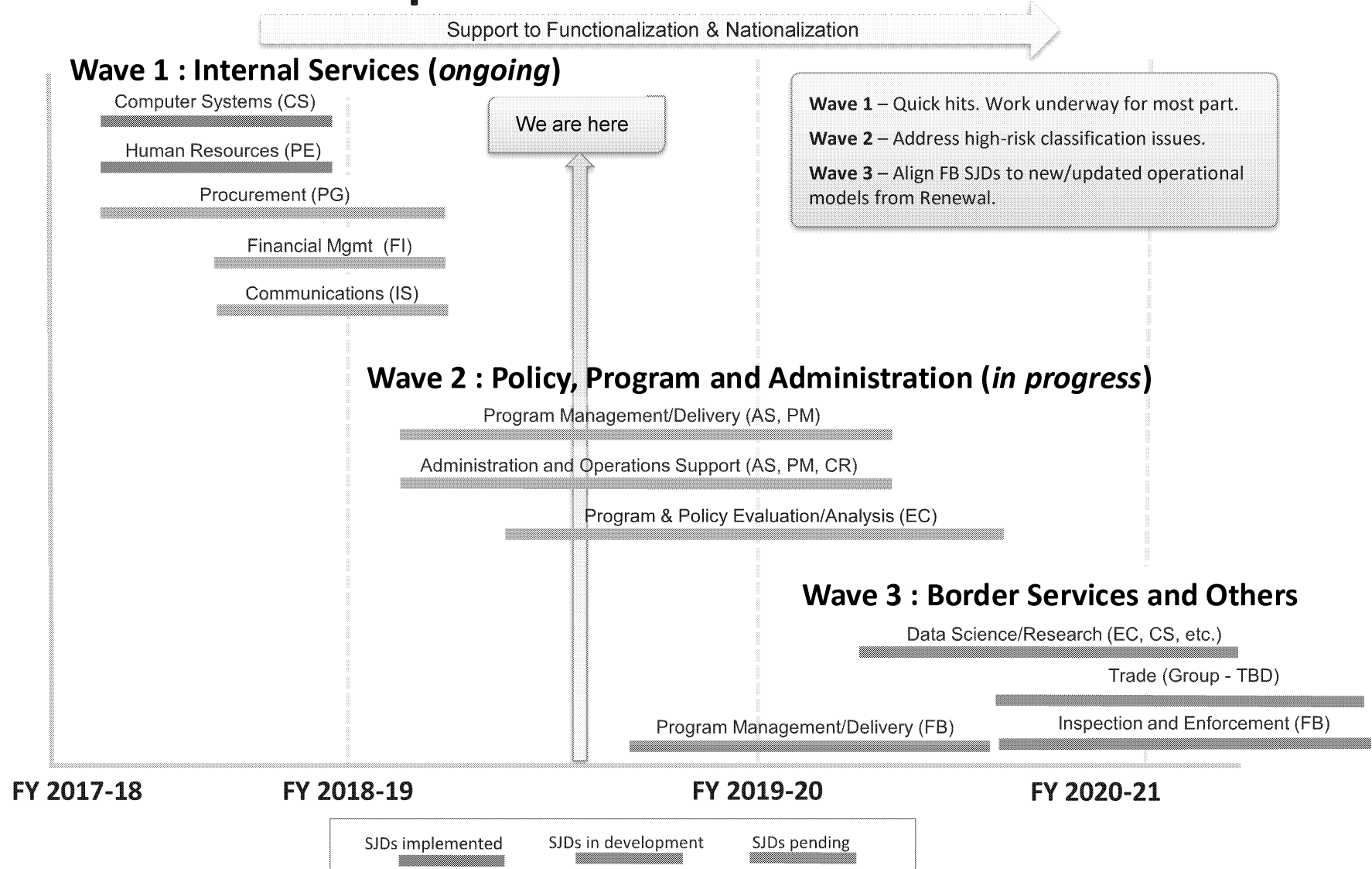


# Purpose

- Update on the Classification Renewal Initiative
- Obtain decision from ECHR on priority management
- Next steps



# Job Development Timelines – All Waves





# Development and Implementation of Job Descriptions and Organizational Models – WAVE 1

- ☐ Analysis completed, work shifted to resolving anomalies and/or finalizing the development of org models and Standardized Job Descriptions (SJDs)
- ☐ CS generics are 93% implemented
  - ✓ Regional positions to be mapped to community generics;
  - ✓ Remaining CS positions not mapped, require further input from management to resolve.
- ☐ PE generics are 85% implemented
  - ✓ Remaining PE positions on hold pending nationalization; post nationalization analysis may impact on org models and resolve compression issues.
- ☐ Working with management to finalize FI and IS SJDs.
- ☐ PG and Materiel Management SJDs on hold pending organization stabilization





# Development and Implementation of Job Descriptions and Organizational Models – WAVE 2 (in progress)

- ❑ 15 streams of jobs and accompanying organizational models are in development for Wave 2:
  - ✓ 5 Occupational groups (AS, CR, PM, EC, CO)
  - ✓ Over 65 new Standardized Job Descriptions
  - ✓ Approximately 5,000 positions
- ❑ Preliminary analysis has identified that:
  - ✓ Approximately 1,035 positions identified as high risk for reclassification
  - ✓ Approximately 1,158 additional positions identified as potential risks for reclassification, but further analysis required to confirm
  - ✓ Remainder of positions to be mapped at level
- ❑ Employees will be advised of decisions regarding their positions beginning in FY 2019-2020
  - ✓ Wave 2 streams are currently at various stages of development/consultation
  - ✓ Employee notifications will proceed by stream, as each stream is finalized





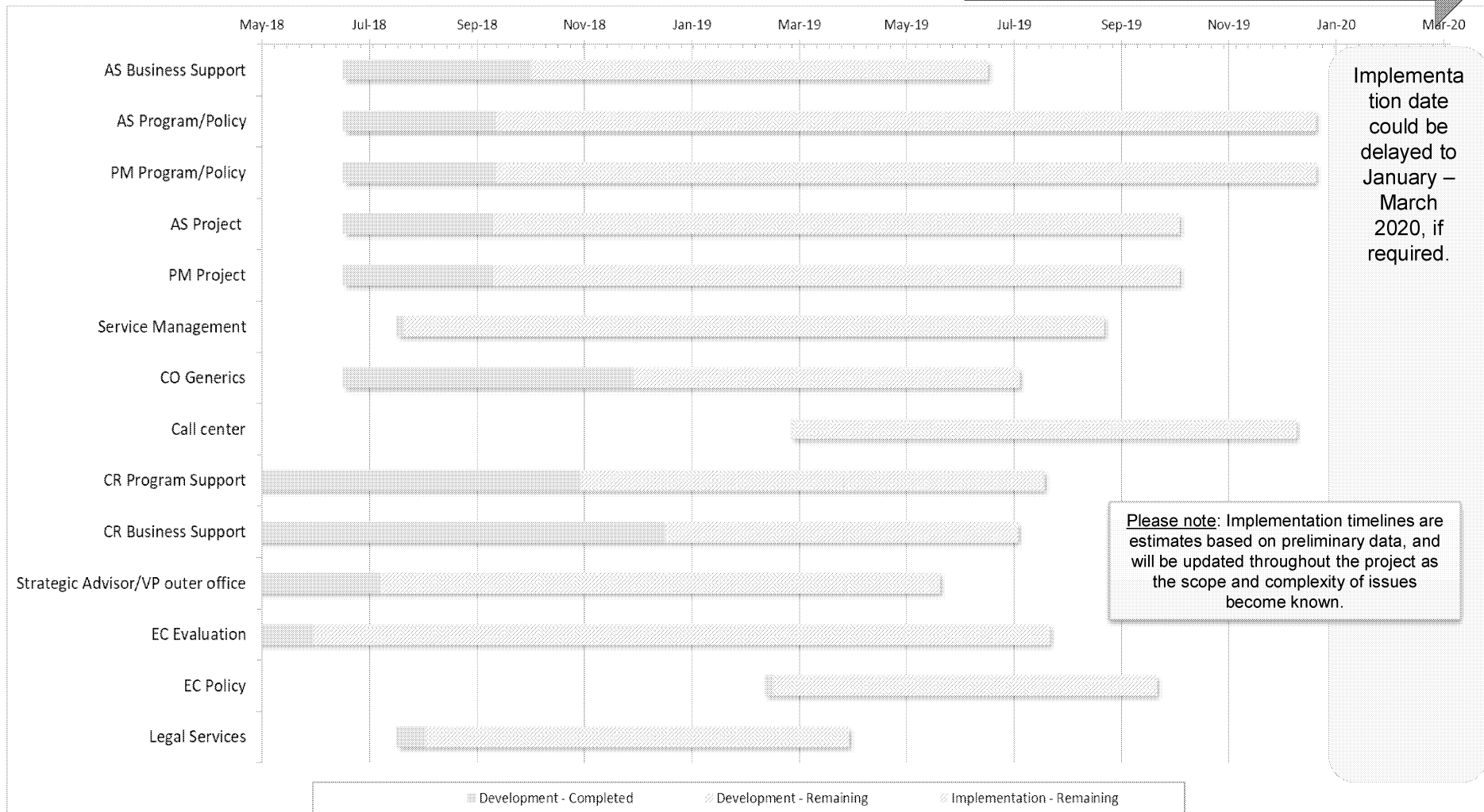
# Development and Implementation of Job Descriptions and Organizational Models – WAVE 3 (upcoming)

- ❑ Wave 3 focussed primarily on:
  - ✓ Frontline operational work (POEs, Regional E&I, Trade, Recourse, etc)
  - ✓ Operational policy (directly linked to frontline operational work)
  - ✓ Data science/research
- ❑ Encompasses the largest target population
  - ✓ Over 11,000 positions
  - ✓ # of streams TBD
  - ✓ Group allocations to include FB, EC, CS, and potentially others
- ❑ Currently in the planning and preparation stage
  - ✓ Research, analysis, and job development in 2019/20
  - ✓ Implementation likely to begin later in 2019/20, overlapping into 2020/21
- ❑ Anticipated impact:
  - ✓ Minimal impact in terms of reclassifications; majority of employees will be mapped at level to new SJDs
  - ✓ Greater potential impact relating to organizational structure (addressing span of control and compression issues) and assignment of work concerns
- ❑ Drafts of Deputy Head Directed Decisions for Border Services Instructor and Counter Proliferation positions



# Detailed Timelines for Wave 2

Development of Wave 3 to commence





## Containment Measures (already in effect)

Delete **vacant** positions (high risk classification, or no staffing need)

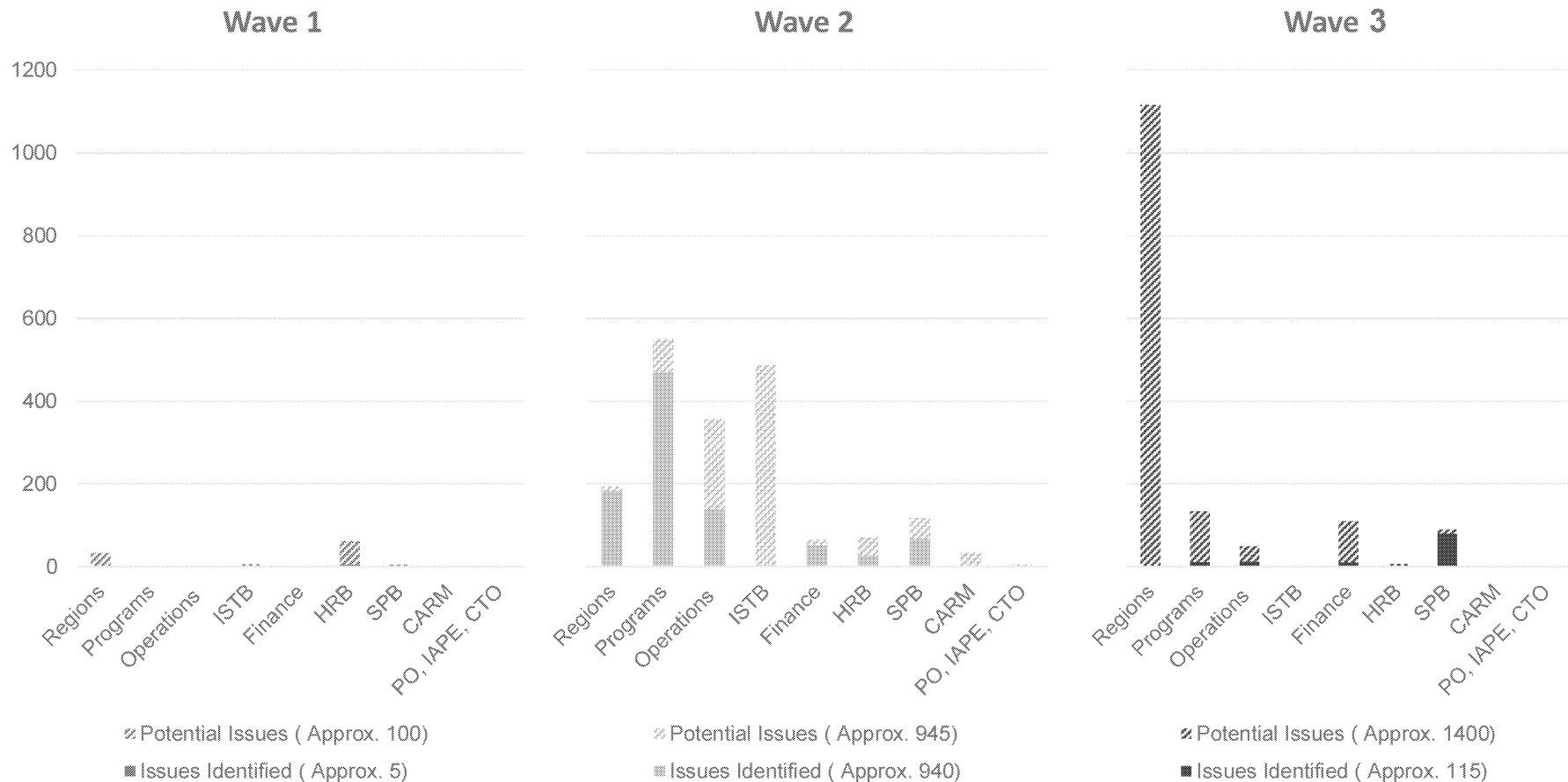
Create all **new** positions at the **right** groups and levels

When staffing **at-risk** positions, the letter of offer **must** contain the below paragraph

*"Please note that the classification of this position is currently or will shortly be subject to review as part of the Classification Renewal Initiative. In the event that this review would result in a change to the classification of your position to a group and/or level having a lower attainable maximum rate of pay, the relevant salary protection provisions of your collective agreement and/or the Treasury Board Directive on Terms and Conditions of Employment, will apply."*



# Impact of Classification Renewal: Potential Reclassifications



**Note:** Projections above based on preliminary assessments at the organizational level and may change as more in-depth reviews are conducted.



# Reclassification and Salary Protection

**Salary protection in cases of reclassification:** Employees continue to receive any salary revisions/increments, merit increases/award based on the provisions specified for their former group and level.

CBSA must make a reasonable effort to deploy salary-protected employees to a position equivalent to their salary-protected level.

Salary protection **ceases** when one of the following instances occurs:

1

## **Deployment:**

Employee deploys to a position where the maximum rate of pay is equivalent or higher than his/her salary protected group and level.

2

## **Beneficial Salary Change:**

The salary of the position's group and level is subject to a **salary review**, and the maximum rate of pay is at or above the maximum rate of pay of the employee's salary protected group and level.

3

## **Deployment Refusal:**

The **employee refuses without good and sufficient reason** a written offer within the **same geographical region** to another position which is equivalent to his/her salary protected group and level.



# Classification Renewal Staffing Placement Strategy

## Management responsibilities

- ☐ Discuss branch staffing plans and assessment methods with HR Advisors;
- ☐ Managers conduct staffing based on senior management direction;
- ☐ In all indeterminate staffing actions, including deployment, assess and consider (formal and informal) priority referrals to determine whether they meet merit and appoint those who do;
- ☐ Encourage impacted employees to consider all potential opportunities; and
- ☐ Provide employees with reasonable time to seek assistance (training, priority information, EAP, etc.), market themselves and attend interviews

## HRB responsibilities

- ☐ Develop placement procedures;
- ☐ Simplify CBSA's Internal Placement Process (IPP) system and procedures to quickly identify salary-protected employees as CBSA priorities in the system;
- ☐ Provide support in HR Planning and Branch Staffing Plan
- ☐ Provide necessary information and support to impacted employees

**A Priority Management Dashboard will be created to track and report on progress on a monthly basis**



# Staffing Options

## Option 1 – Authority to appoint is regulated

*HR Staffing Operations oversee the full staffing process and appointment of impacted employees (EC approval required).*

### Pros

- Assessment and appointment processes are fully regulated by HR; and
- Possible faster resolution of placement opportunities for impacted staff

### Cons

- Decision to appoint is contingent upon senior management direction through HR services;
- HR Involvement could be seen as policing;
- Perception of lack of trust that sub-delegated managers will not make the right decision to hire impacted staff

## Option 2 – Sub-delegated managers retain full authority to appoint

*Sub-delegated managers retain full authority to assess and appoint impacted employees presented as CBSA priority referrals.*

### Pros

- Decision to appoint is solely with sub-delegated managers;
- Managers are seen as best placed to make the appropriate decision;
- In-line with New Direction in Staffing and with revised Staffing Authorities Sub-delegation Instrument

### Cons

- HR has no authority to hold back staffing actions;
- Placement of impacted staff may take longer resulting in reduced savings

## Option 3 – Sub-delegated managers retain authority to appoint, DG level review committee oversight

*Sub-delegated managers retain full authority to assess and appoint impacted employees presented as CBSA priority referrals, but are accountable to a DG level review committee that provides oversight of contentious staffing issues.*

### Pros

- Decision to appoint is solely with sub-delegated managers;
- Managers are seen as best placed to make the appropriate decision;
- Managers are accountable to a DG level review committee;
- There is oversight for all staffing actions and DGs will be accountable to each other;
- In-line with New Direction in Staffing and revised Staffing Authorities Sub-delegation Instrument

### Cons

- HR has no authority to hold back staffing actions;
- Placement of impacted staff may take longer resulting in reduced savings;
- New reporting requirements for management;
- Perception of lack of trust that sub-delegated managers will not make the right decision to hire impacted staff



## Recommendation (Option 3)

- CBSA managers required to consider and assess salary protected employees presented as priority referrals. Referred employees are to be assessed against the essential qualifications of the position, and if found qualified, must be offered deployments.
- CBSA managers cannot staff indeterminate positions, including deployments, without having received clearance through the Internal Placement Process (IPP).
- Staffing actions/appointments would not take place until management has assessed and demonstrated that priority meets or does not meet essential qualifications of the position.
- Contentious placement issues, such as refusal to hire a fully qualified employee, are to be raised to DG level review committee which will provide oversight and enhance accountability.





# Summary of Decisions Required

#	Item	ECHR Decision
1	CBSA managers cannot staff positions, including by deployment, without having received clearance through the Internal Placement Process.	
2	CBSA managers are required to consider and assess salary protected employees presented as priority referrals. Referred employees are to be assessed against the essential qualifications of the position, and if found qualified, must be offered deployments.	
3	Staffing actions/appointments would not take place until HR has approved that management has assessed and demonstrated that priority meets or does not meet essential qualifications of the position.	
4	All unresolved staffing placement issues, such as refusal to hire a fully qualified employee, are to be raised to VP HRB level for final resolution.	



## Next Steps

- ☐ **Subject to ECHR approval, establish internal placement and referral processes to facilitate placement of salary-protected employees**
  
- ☐ **Establishment of qualified pools to meet new candidate requirements following Wave 2 exercise**
  - ✓ **Collective processes initiated for AS, PM & EC groups**



# Appendices



## Trade Review

- ☐ Over 60 job validation reviews completed and reports being finalized;
- ☐ Preliminary results presented to DG Trade;
- ☐ Executive workshop held on December 14th to discuss findings to date and seek feedback;
- ☐ Relativity analysis ongoing for non-FB functions, to determine if they can be mapped to Wave 2 generic streams already in development;
- ☐ Development of Generic Work Descriptions and functional models as part of Wave 3, beginning in 2019-20



## **Recognition of EC group allocation issues across the Core Public Administration**

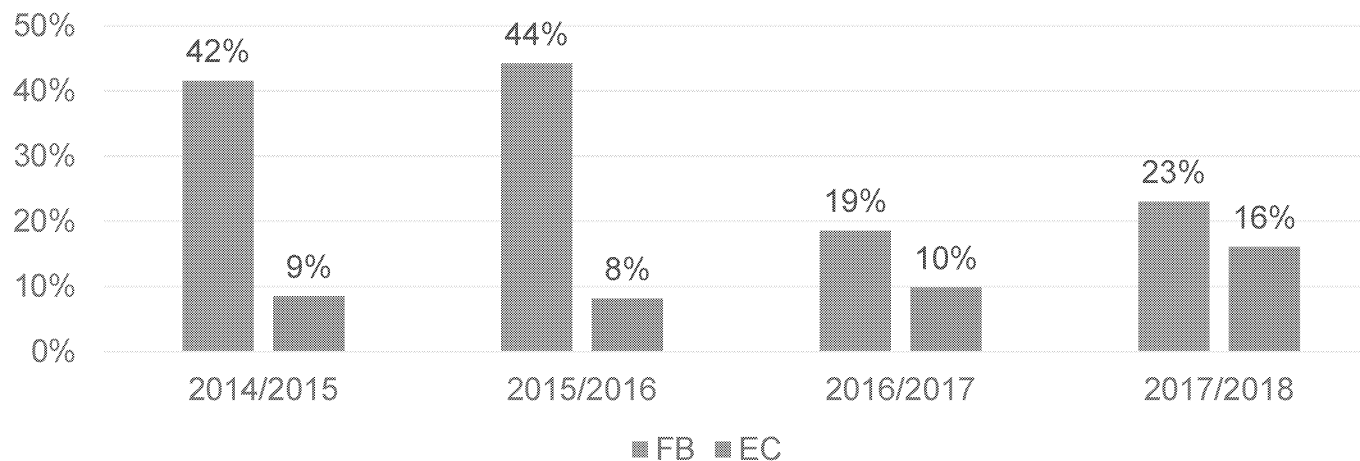
- ☐ TBS interpretation bulletin in 2016, followed by revised standard in 2017
- ☐ Departments recognize the need to make corrections, but have little incentive to do so
- ☐ CBSA's balancing act will consist in creating new positions at the correct group and level while maintaining our ability to recruit good EC candidates for EC work



## Current Trends (EC/FB)

- ❑ Requests to create new FB positions are declining
- ❑ Requests to create new EC positions are increasing

Position Creation requests for FB and EC positions





# What is an EC

## Summary of Inclusions in Group Definition

Summary - What the EC Standard says	What does it mean at CBSA?
1. the conduct of surveys, studies and projects in the social sciences	No strong CBSA applicability
2. the identification, description and organization of archival, library, museum and gallery materials;	
3. the editing of legislation or the provision of advice on legal problems in specific fields;	Work related to legislative amendments
4. the application of a comprehensive knowledge of economics, sociology or statistics to the: <ul style="list-style-type: none"> <li>• conduct of economic, socio-economic and sociological research, studies, forecasts and surveys (e.g. research in support of decision-making)</li> <li>• the development, application, analysis and evaluation of statistical and survey methods and systems (e.g. data analytics)</li> <li>• the development, analysis and interpretation of qualitative and quantitative information and socio-economic policies and recommendations; and, (e.g. Primarily big "P" Policy)</li> <li>• the research, analysis and evaluation of the economic or sociological effects of departmental or interdepartmental projects, programs and policies (e.g. Program Evaluation work)</li> </ul>	Some work across the CBSA will be allocated to these inclusions



# What is not an EC

## Summary of Exclusions in Group Definition

Summary – What the EC Standard excludes	Where does it fit at CBSA?
1. Business support level PA work - Data Processing, clerical and administrative support work	Prevalent throughout CBSA (primarily CR/AS)
2. Program/Policy planning, development, delivery and/or management*	Prevalent throughout CBSA (PM/AS)
<b>*: Biggest issue - Program policy (PA) vs “Big P” policy (EC)</b>	
3. Communications and Marketing activities	IS positions within the Communications Directorate
4. The development or application of mathematical and analytical methods, including mathematical statistics	MA group – strong link to data analytics
5. Activities designed to promote the establishment, growth and improvement of industry, commerce and export trade and the regulation of trade and commerce;	CO work – found in Trade





# Communications Strategy

## Employee Engagement

Message from VP-HRB to all staff	✓
Consulting as a part of the organization design and job description development phases to ensure accurate understanding of the work and workflow	In progress
Meeting with employees (e.g. town halls, divisional meetings).	5
Development of comprehensive employee communication products	In progress

## Management Awareness

Increased management understanding of Classification through mandatory online training on Organization and Classification (P930)	1326
All BMTs and DMTs briefed	52
Message from VP-HRB to all managers, and informing them of available resources and tools to support employees	✓
DG advisory committee	Quarterly meetings

## Union Engagement

Meetings with CIU/PSAC at Labour-Management fora to provide updates	✓
Developed streams shared with CIU/PSAC prior to dissemination to membership	✓



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# one|work description

Building an agile organization that  
supports workforce planning

*Establishing the foundation for “One CBSA”*

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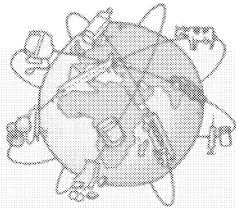
## Classification Transformation



- Transforming to better serve the Agency's employees and business
- Is the foundation of HR Management
- Supported by central agency policy changes  
(July 2015)
- Critical in ensuring value for Canadians

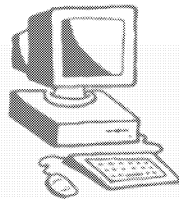


## Blueprint 2020 - Drivers for Change



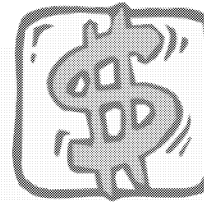
### Globalization & Demographics

Work Descriptions (WDs) need to support an agile and nimble CBSA in order to respond to increasingly complex issues on a more frequent basis. (E.g. Syria.)



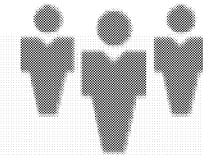
### Innovative Technology

WDs need to focus on technological know-how and skills versus detailed listing of software, hardware and equipment, which quickly become outdated.



### Increased Accountability

Generic WDs will enable the CBSA to better demonstrate value for Canadians, as the classification burden will be minimized for employees and management.



### Workforce Expectations

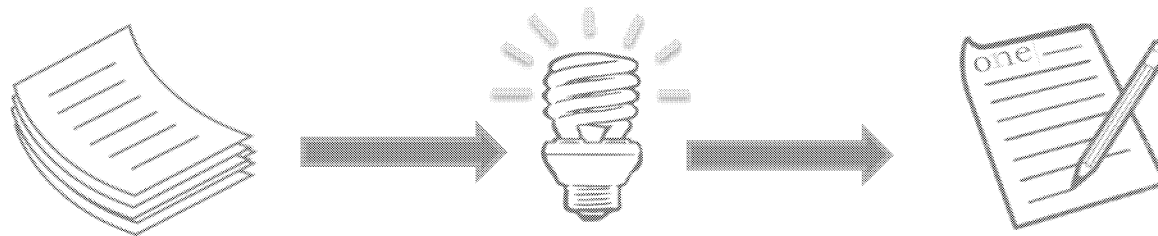
Generic WDs will support employees, and their desire for more efficient and flexible ways of serving the Government and Canadians.

## Generic Work Descriptions



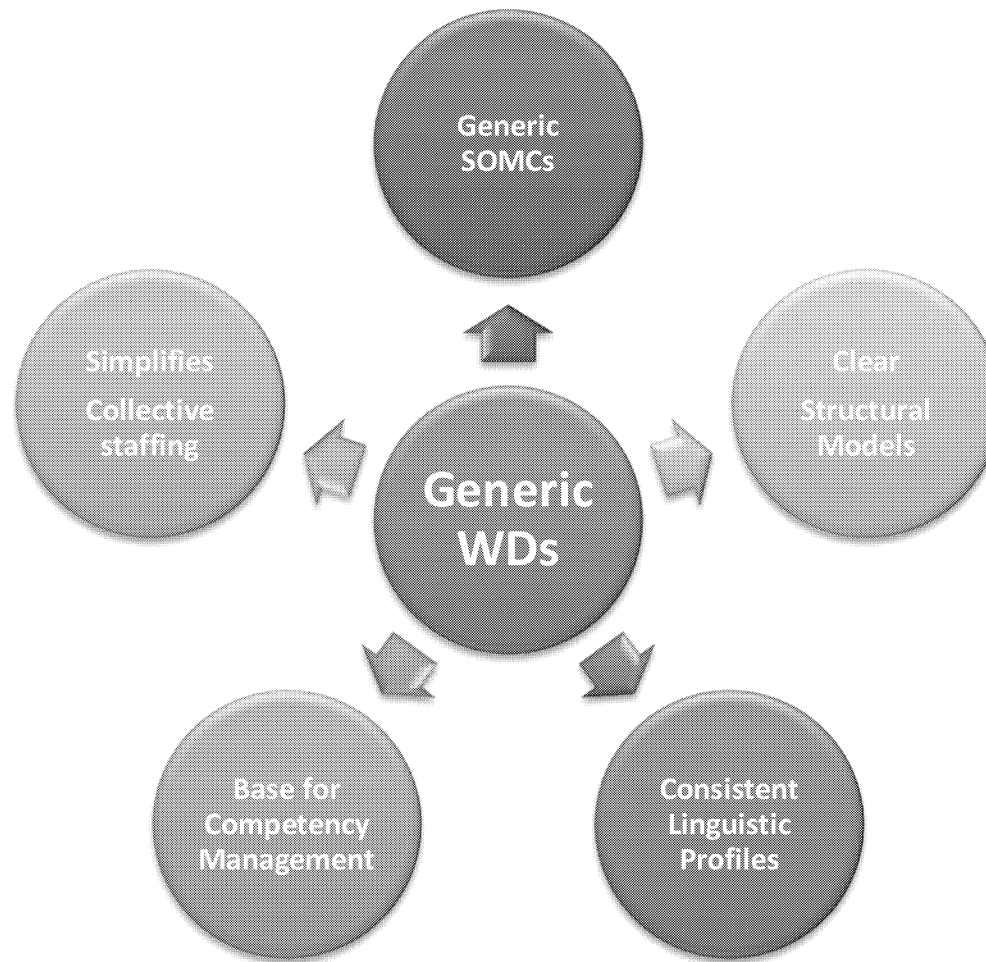
## Transformation starts with one | work description

- Policy on Classification (*effective July 01, 2015*) states that standardized (generic) WDs are to be used where they exist, and that unique WDs are an exception.
- Generic work descriptions **will continue** to be the norm
  - Over 90 % of CBSA's employees currently have a GWD.
  - GWDs will continue to be streamlined, and replace existing
  - Community GWDs will be used, where applicable (e.g. PE, CS)
  - Unique positions and WDs will be subject to additional review, based on the Classification risk-based model





# Generic Work Descriptions are just the beginning

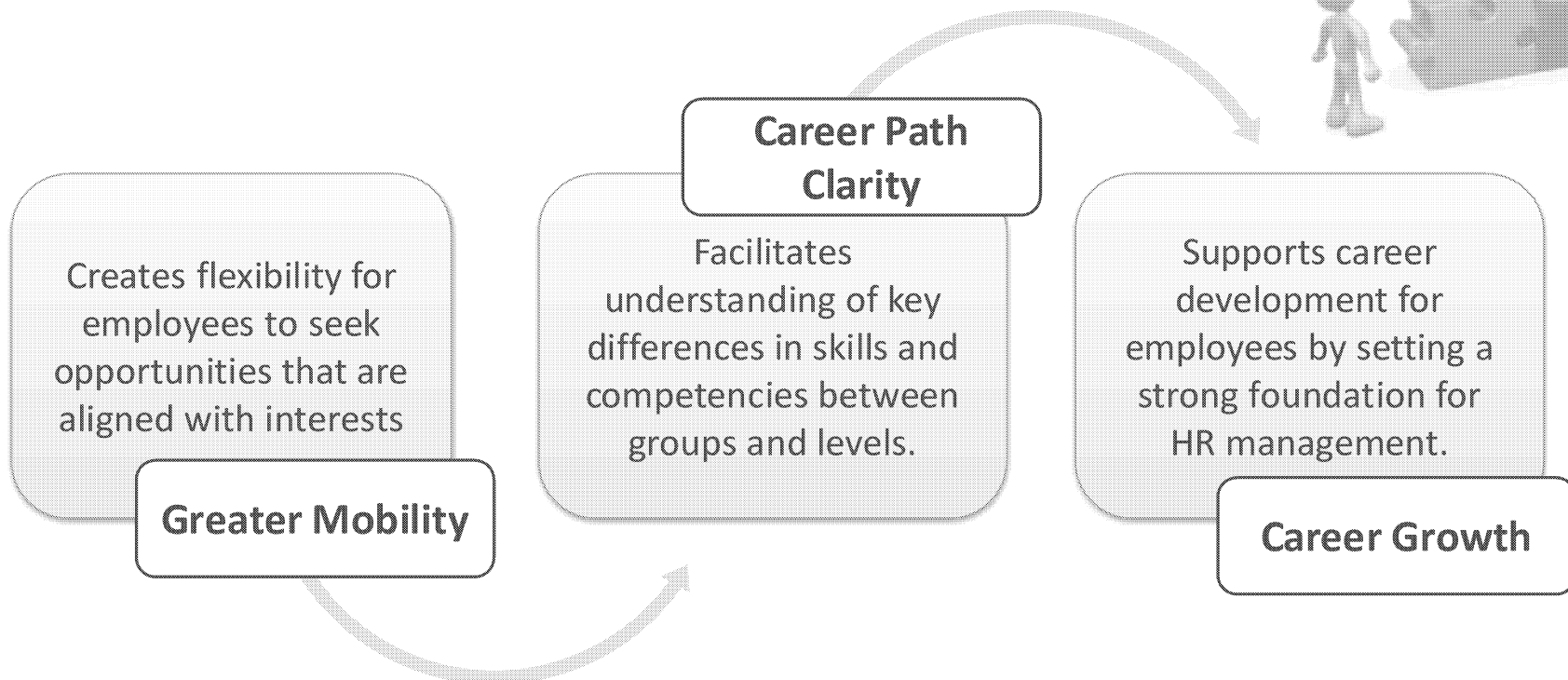




## Benefits for Employees

***“Career development is employee owned, manager facilitated, and organization supported”***

*- Natalie Lam, Lorraine Dyke, Linda Duxbury, Career Development in Best Practice Organizations*

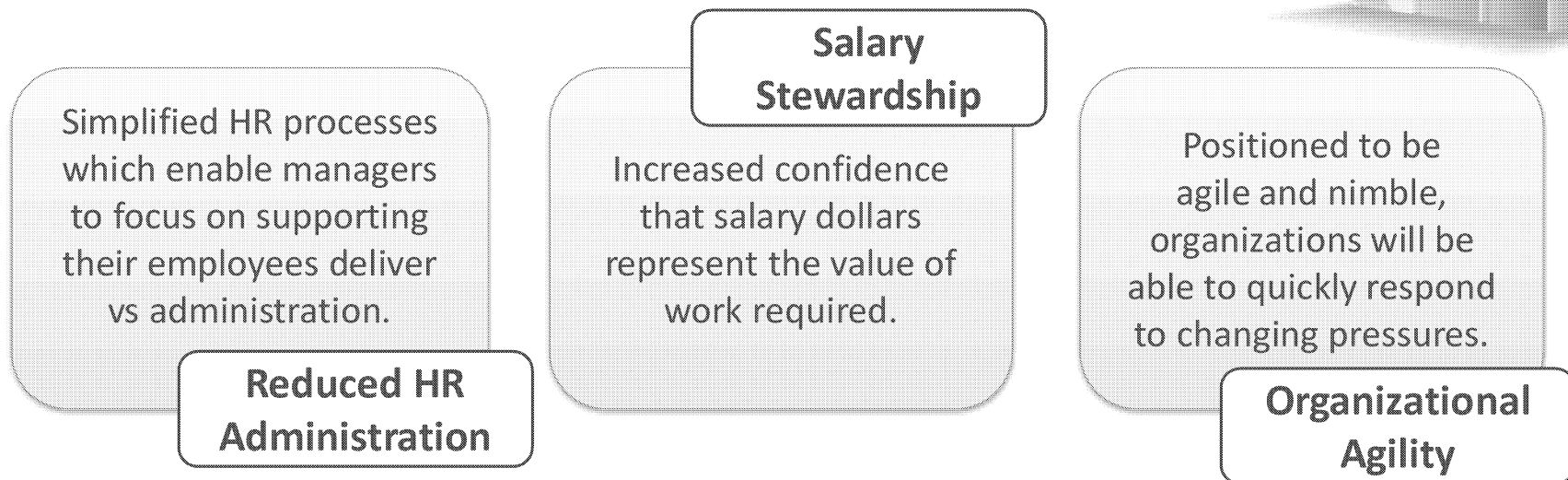
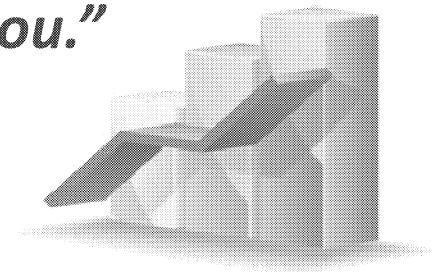




## Benefits for Managers

***“It’s critical to be agile and quickly respond to change and actually benefit from change. And if you think that you’re still in a corner where this doesn’t hold true, wait for the disruption to come. Tomorrow it will be relevant for you.”***

- Wouter Aghina, Mickensy & Company







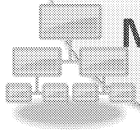
## How will we get there

### Develop GWDs



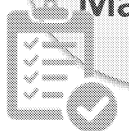
- Update and streamline existing GWDs in collaboration with managers and employees
- Develop new GWDs for groups, where they currently do not exist

### Design Structural Models



- Establish structural models for all major functions within the Agency to ensure organizational consistency

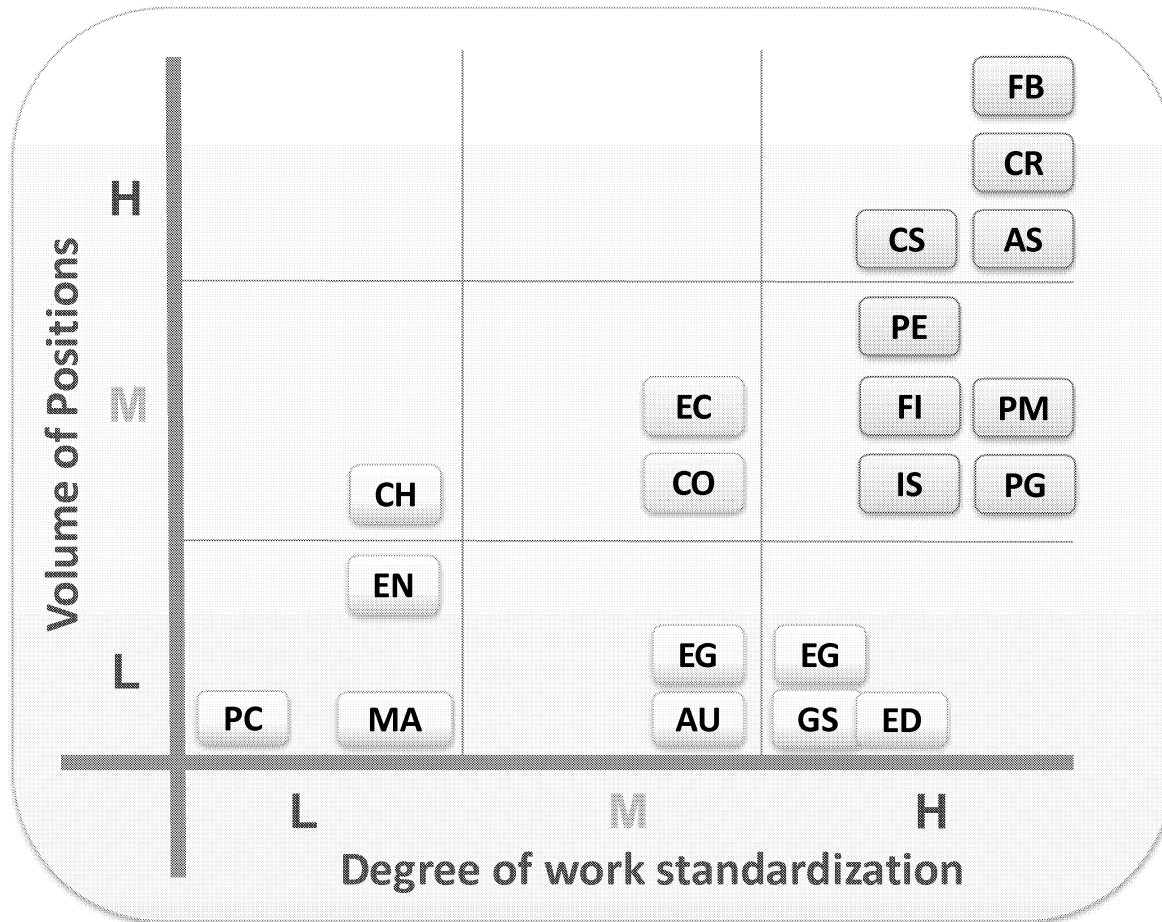
### Implement & Maintain



- Implement approved structural models and GWDs
- Share structural models and GWDs on Apollo to increase transparency
- Initiate a 5 year review cycle, 20% of GWDs reviewed every year



## Classification Groups of Interest



- For greatest impact, focus will be on groups that have the most positions.
- Prioritize according to levels of workforce challenges (e.g. FB, EC, PM, AS, CR)
- FBs represent 70% of the agency's population; there are significant work assignment issues which will be resolved through the development and implementation of new GWDs.

*Note: not all groups are shown, due to limited space.*



# Generic Work Description Development Plan

Group	# of filled positions	Current # of jobs	Target # of jobs	Timeframe	Key Client Stakeholder(s)
FB	10,418	48	16	2016-18	Ops & PRG
CR	1,519	140	8	2016-19	Various
AS	860	244	24	2016-19	Various
CS	752	63	36	2015-17	ISTB
PE	308	59	17	2015-17	HRB
FI	173	30	4	2015-17	COMPT
EC	143	25	16	2015-17	PRG & CAB
PM	119	22	8	2016-18	PRG & CAB
IS	103	20	6	2016-17	CAB
CO	50	6	6	2016-17	PRG
PG	40	11	8	2016-17	COMPT
<b>Total</b>	<b>14,586 (97.5%)</b>	<b>668</b>	<b>139</b>		

The target number of jobs is ambitious; it represents a challenge to **think differently** about our workforce management practices.



## Out of project scope (one | work description):

Other Groups	173 positions	75 jobs
EX	200 positions	200 jobs

Source: CAS, March 01 2016

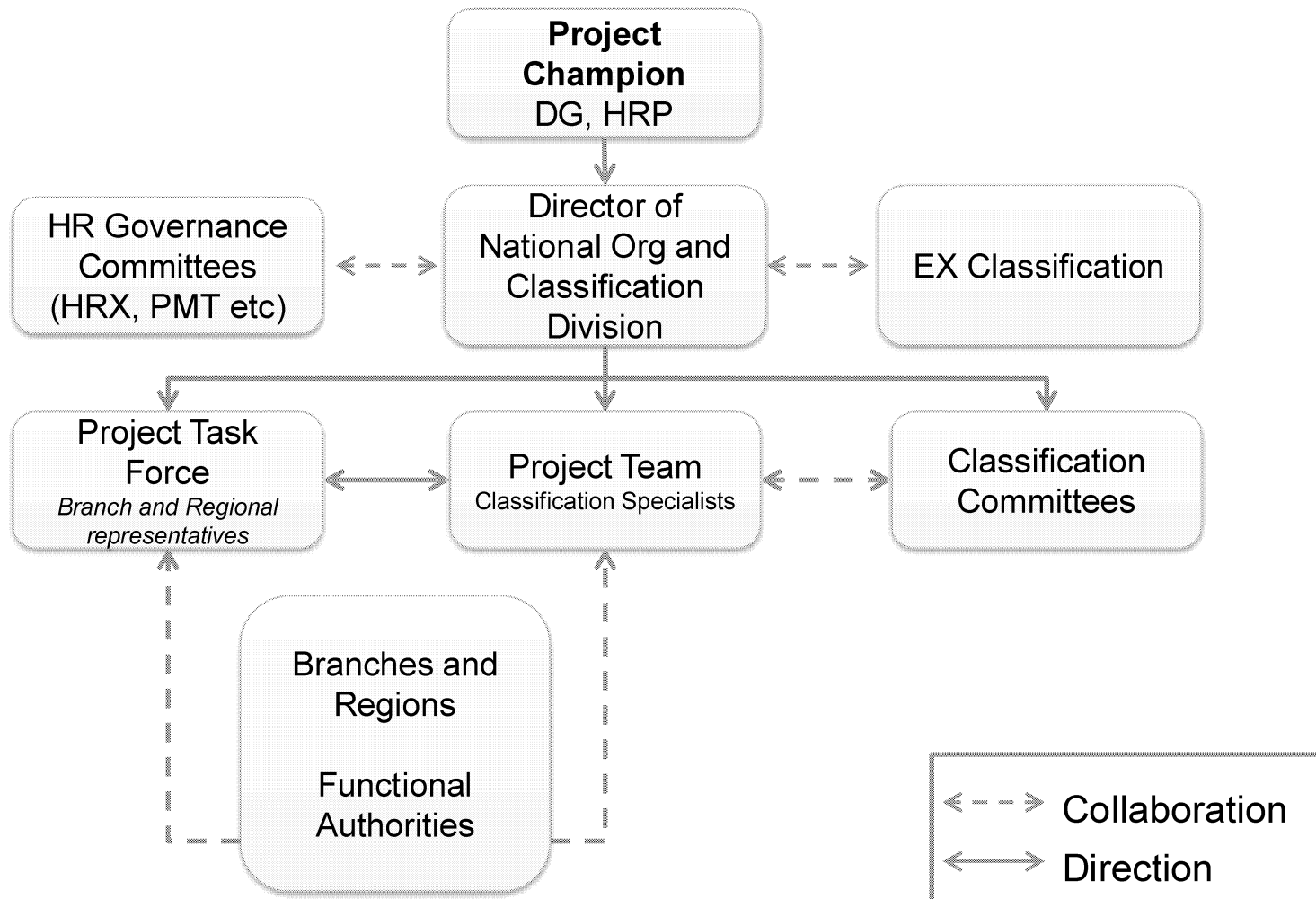


## Next Steps: Focus on GWD Development

- **Elevate unique job classification to risk level 4:**
  - Creation of unique jobs, where a standardized job exists, or will be developed will require VP endorsement.
- **Elevate creation of FB positions in HQ to risk level 4:**
  - Creation of FB positions in HQ require VP endorsement to minimize risk exposure, while GWD development is underway.
- **Organizational Design at Non-EX levels, must have EX structure confirmed in advance:**
  - Organizational design requests will be prioritized according to confirmed classified EX structure



# Project Governance



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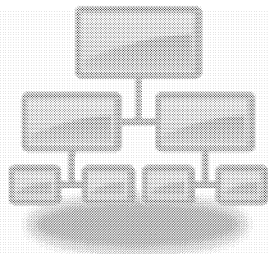


# Appendices



## What is Classification?

- The process used in the Core Public Administration (CPA) to determine the value of *one position* relative to all others
  - There are over 70 Classification groups in the Federal Service; CBSA has employees classified in 30 different groups



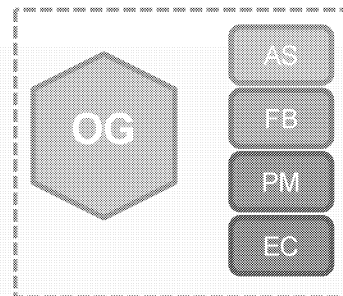
### Organization Design

Designed based on mandate and program activities



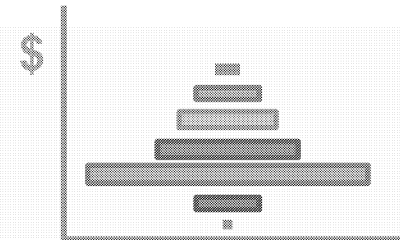
### Work Description

Describes required skills, efforts, responsibilities, and working conditions



### Job Evaluation

Determines occupational group and group and level



### Pay and Benefits

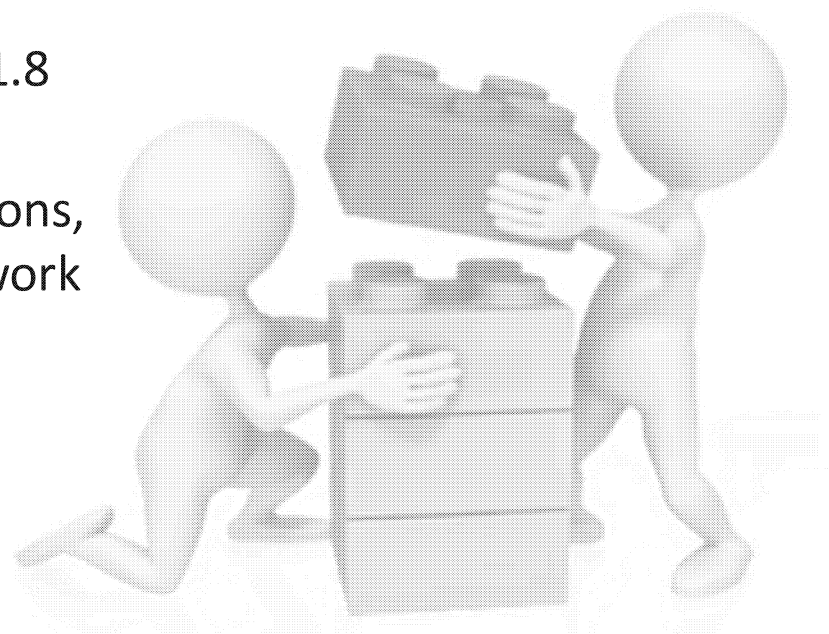
Compensation is based on classification and collective bargaining



## Benefits of a Standardized Model

### Example: Administrative Structure Review

- Standardized model developed for support structure reporting to Executives and EX minus 1 positions
- Unplanned potential salary savings of \$1.8 Million, per year (in HQ alone)
- Consistency across administrative positions, as positions are classified according to work required, and not based on incumbents, resulting in fairness for employees



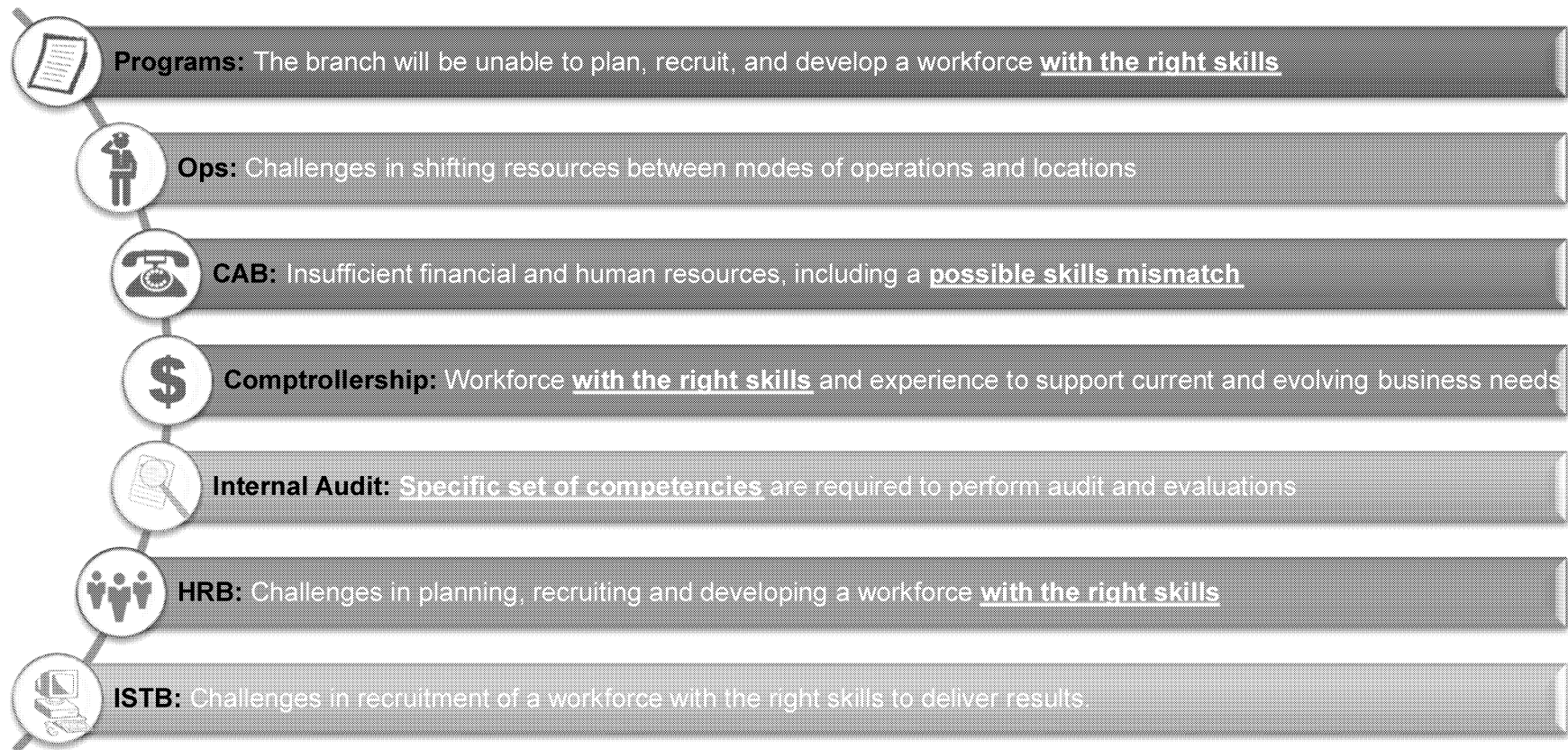




## Top internal risk: Workforce Planning

All branches have identified an element of workforce planning as one of their top internal risks to meeting their priorities and commitments

(Source: Agency Integrated Business Plan, 2015-18)

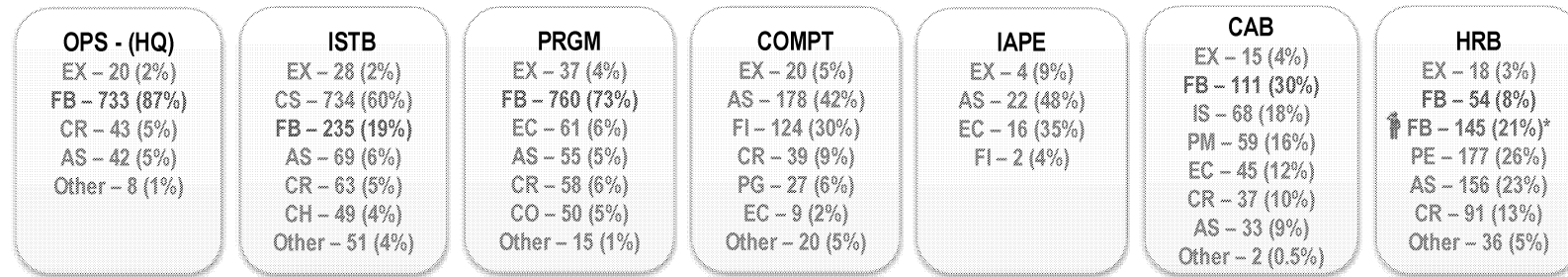


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## Taking a closer look at our Agency

HQ



\*Armed FB instructors

### Operations-HQ

International

NBOC

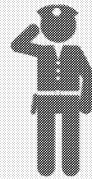
CP&S

Commercial  
& Trade

Traveler  
Ops

E&I

### Operations-Regions



PAC

PRA

SOR

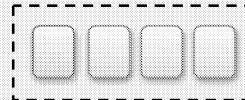
GTA

NOR

QC

ATL

All programs structured and delivered with some variability to align to each Region's nature and scope of business



FIELD

#### OPS - Regions

EX - 50 (0.5%)  
👤 FB - 7,119 (70%)  
FB - 1,259 (12%)  
CR - 1,180 (12%)  
AS - 296 (3%)  
PE - 131 (1%)  
Other - 179 (2%)

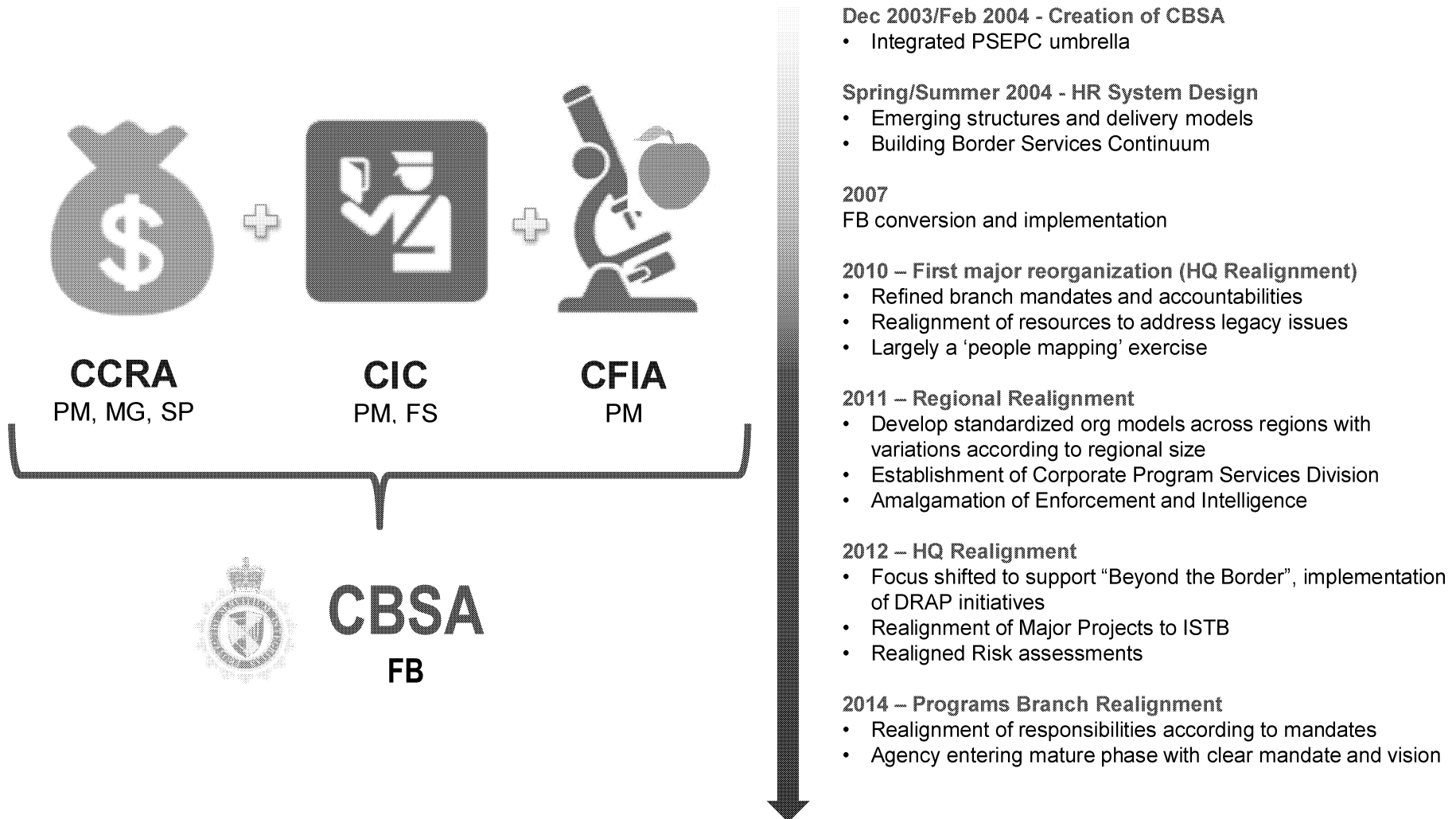


Denotes armed positions

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## Organizationally, how did we get here?



## Program and Administrative Services (PA) Group Definition

Pursuant to paragraph 11.1(1)(b) of the *Financial Administration Act*, the Treasury Board of Canada hereby provides notice that the definition of the Program and Administrative Services Group, effective March 18, 1999, as published in Part I of the *Canada Gazette* on March 27, 1999, is amended and replaced by the following definition, excluding positions allocated to the Border Services Group effective the classification conversion date of the Border Services Group, February 21, 2007.

The Program and Administrative Services Group comprises positions that are primarily involved in the planning, development, delivery or management of administrative and federal government policies, programs, services or other activities directed to the public or to the Public Service.

### Inclusions

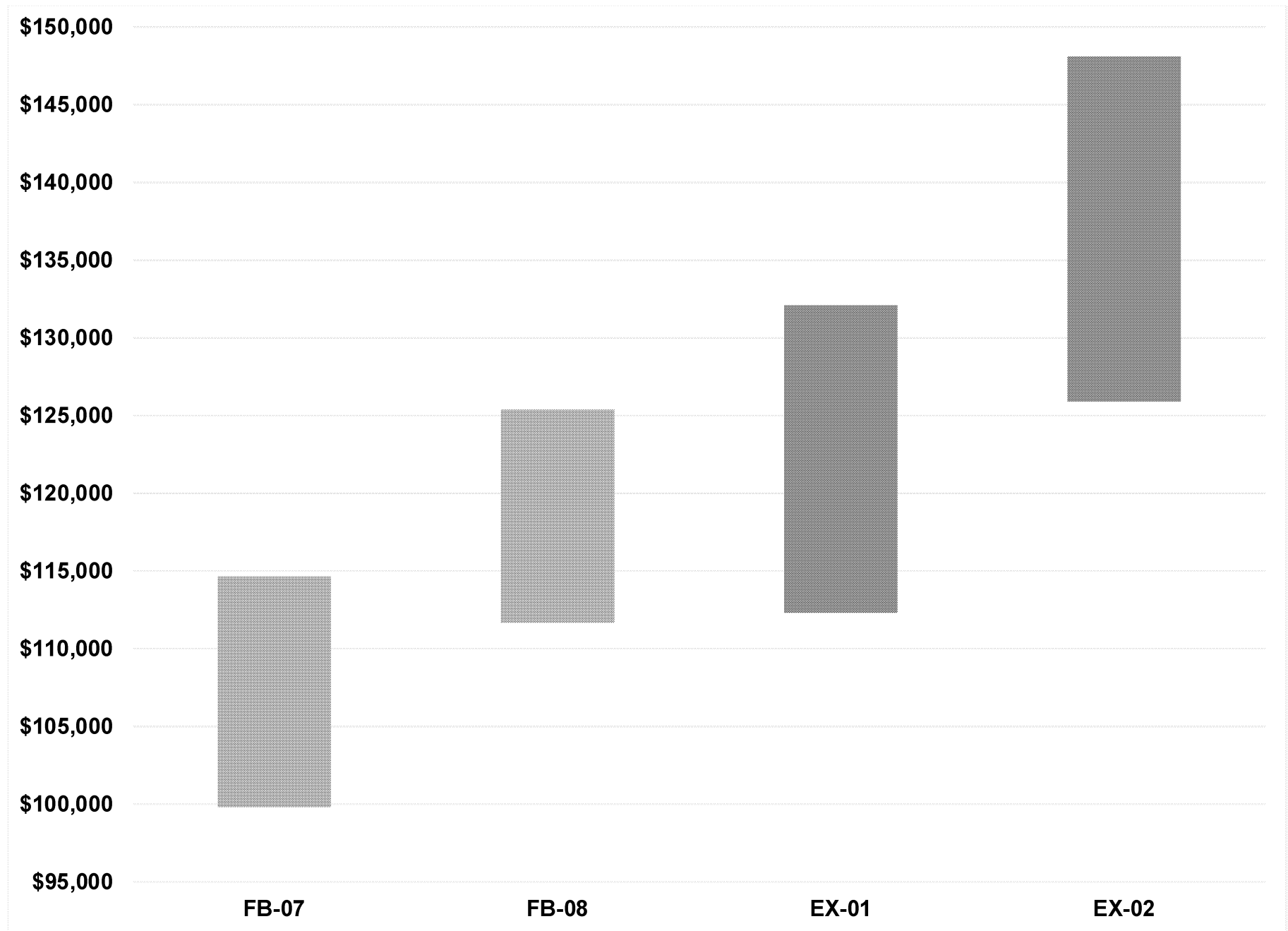
Notwithstanding the generality of the foregoing, for greater certainty, it includes positions that have, as their primary purpose, responsibility for one or more of the following activities:

1. the provision of administrative services, including adapting, modifying or devising methods and procedures, in support of Public Service policies, programs, services or other activities, such as those dealing with administrative, financial, human resources, purchasing, scientific or technical fields, including:
  1. the operation, scheduling or controlling of the operations of electronic equipment used in the processing of data for the purpose of reporting, storing, extracting and comparing information or for solving formulated problems according to prescribed plans;
  2. the operation, routine servicing and minor repair of a variety of cryptographic, facsimile, electronic mail and associated communications equipment in preparing, receiving, transmitting, and relaying messages; and the performance of related activities including recording receipt and dispatch times of traffic, priority allocation and distribution of message copies that require special knowledge of communication procedures, format, schedules, message traffic routes and equipment operation;
  3. the operation of bookkeeping, calculating, duplicating and mailing service or microphotography equipment to post data, calculate, produce copy, white-prints, blueprints, and other printed materials, prepare mail or produce and process microfilm;
  4. the collecting, recording, arranging, transmitting and processing of information, the filing and distribution of information holdings, and the direct application of rules and regulations;
  5. the provision of secretarial, word-processing, stenographic and verbatim-recording services and the operation of related electronic equipment; and
  6. the operation of micro-processor controlled telephone switching systems and peripheral equipment;

2. the planning, development, delivery or management of government policies, programs, services or other activities directed to the public or to the Public Service;
3. the planning, development, delivery or management of policies, programs, services or other activities in two or more administrative fields, such as finance, human resources or purchasing, directed to the Public Service;
4. the planning, development, delivery or management of government policies, programs, services or other activities dealing with the collection of taxes and other revenues from the public;
5. the planning, development and delivery of consumer product inspection programs;
6. the planning, development, delivery or management of the internal comprehensive audit of the operations of Public Service departments and agencies;
7. the planning, development, delivery or management of policies, programs, services or other activities dealing with the privacy of and access to information;
8. the research, analysis and provision of advice on employee compensation issues to managers, employees and their families or representatives;
9. the provision of advice, support, and training to users of electronic office equipment, both hardware and software;
10. the planning, development, delivery or management of policies, programs, services or other activities dealing with the management of property assets and facilities, information holdings or security services in support of the Public Service;
11. the research into public attitudes and perceptions and the analysis, development, recommendation and delivery of strategic communications plans and activities dealing with the explanation, promotion and publication of federal government programs, policies and services;
12. the planning, development, delivery or management of policies, programs, services or other activities dealing with the social development, settlement, adjustment and rehabilitation of groups, communities or individuals including the planning, development and delivery of welfare services;
13. the provision of advice on and the analysis, development and design of forms and forms systems;
14. the delivery of mediation or conciliation services dealing with disputes in collective bargaining and industrial relations within the jurisdiction of Part I of the Canada Labour Code; and
15. the leadership of any of the above activities.

## Exclusions

Positions excluded from the Program and Administrative Services Group are those whose primary purpose is included in the definition of any other group and those positions at the Canada Border Services Agency that are primarily involved in the planning, development, delivery, or management of the inspection and control of people and goods entering Canada.



## FB - Rates of Pay

## ex Rates of

FB-08	111664	116056	120627	125381		EX-02
FB-07	99802	103723	107799	112041	114663	EX-01
FB-06	90038	93524	97148	100915	103536	
FB-05	81871	84996	88241	91611	94232	
FB-04	75002	77820	80747	83785	86408	
FB-03	69486	73547	77849	82411		
FB-02	64234	66578	69005	71525		
FB-01	60003	62158	64391	66707		

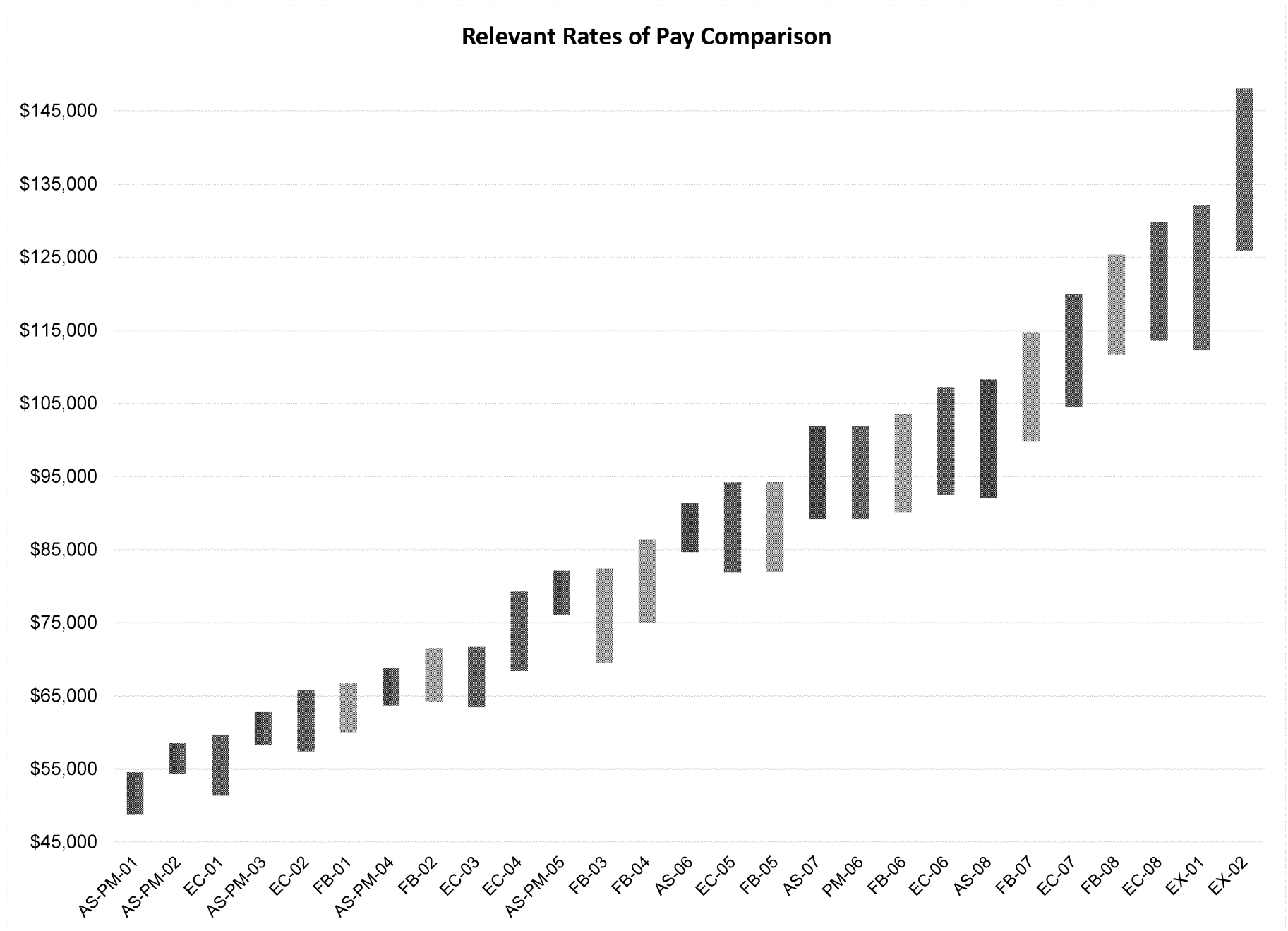
## graphing data

OGL	min	max	range spread	diff in adjac	Overlap
FB-07	\$99,802	\$114,663	\$14,861	9.35%	20.18%
FB-08	\$111,664	\$125,381	\$13,717	5.36%	95.36%
EX-01	\$112,300	\$132,100	\$19,800	12.11%	31.31%
EX-02	\$125,900	\$148,100	\$22,200		

Pay

125900	148100
112300	132100





	A	B	C	D
1	Data as at	31-Jul-15		
2				
3				
4				
5	<b>OG&amp;L</b>	<b>MinSal</b>	<b>MaxSal</b>	<b>Range Spread</b>
6	AS-PM-01	\$48,796	\$54,575	\$5,779
7	AS-PM-02	\$54,374	\$58,586	\$4,212
8	EC-01	\$51,327	\$59,669	\$8,342
9	AS-PM-03	\$58,281	\$62,794	\$4,513
10	EC-02	\$57,426	\$65,838	\$8,412
11	FB-01	\$60,003	\$66,707	\$6,704
12	AS-PM-04	\$63,663	\$68,793	\$5,130
13	FB-02	\$64,234	\$71,525	\$7,291
14	EC-03	\$63,428	\$71,769	\$8,341
15	EC-04	\$68,468	\$79,234	\$10,766
16	AS-PM-05	\$76,002	\$82,171	\$6,169
17	FB-03	\$69,486	\$82,411	\$12,925
18	FB-04	\$75,002	\$86,408	\$11,406
19	AS-06	\$84,658	\$91,328	\$6,670
20	EC-05	\$81,858	\$94,219	\$12,361
21	FB-05	\$81,871	\$94,232	\$12,361
22	AS-07	\$89,112	\$101,892	\$12,780
23	PM-06	\$89,112	\$101,892	\$12,780
24	FB-06	\$90,038	\$103,536	\$13,498
25	EC-06	\$92,483	\$107,258	\$14,775
26	AS-08	\$92,014	\$108,305	\$16,291
27	FB-07	\$99,802	\$114,663	\$14,861
28	EC-07	\$104,494	\$119,962	\$15,468
29	FB-08	\$111,664	\$125,381	\$13,717
30	EC-08	\$113,608	\$129,848	\$16,240
31	EX-01	\$112,300	\$132,100	\$19,800
32	EX-02	\$125,900	\$148,100	\$22,200
33				



Canada Border  
Services Agency

Agence des services  
frontaliers du Canada

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# Classification Renewal

*Development of Job  
Descriptions – Streams of Work*

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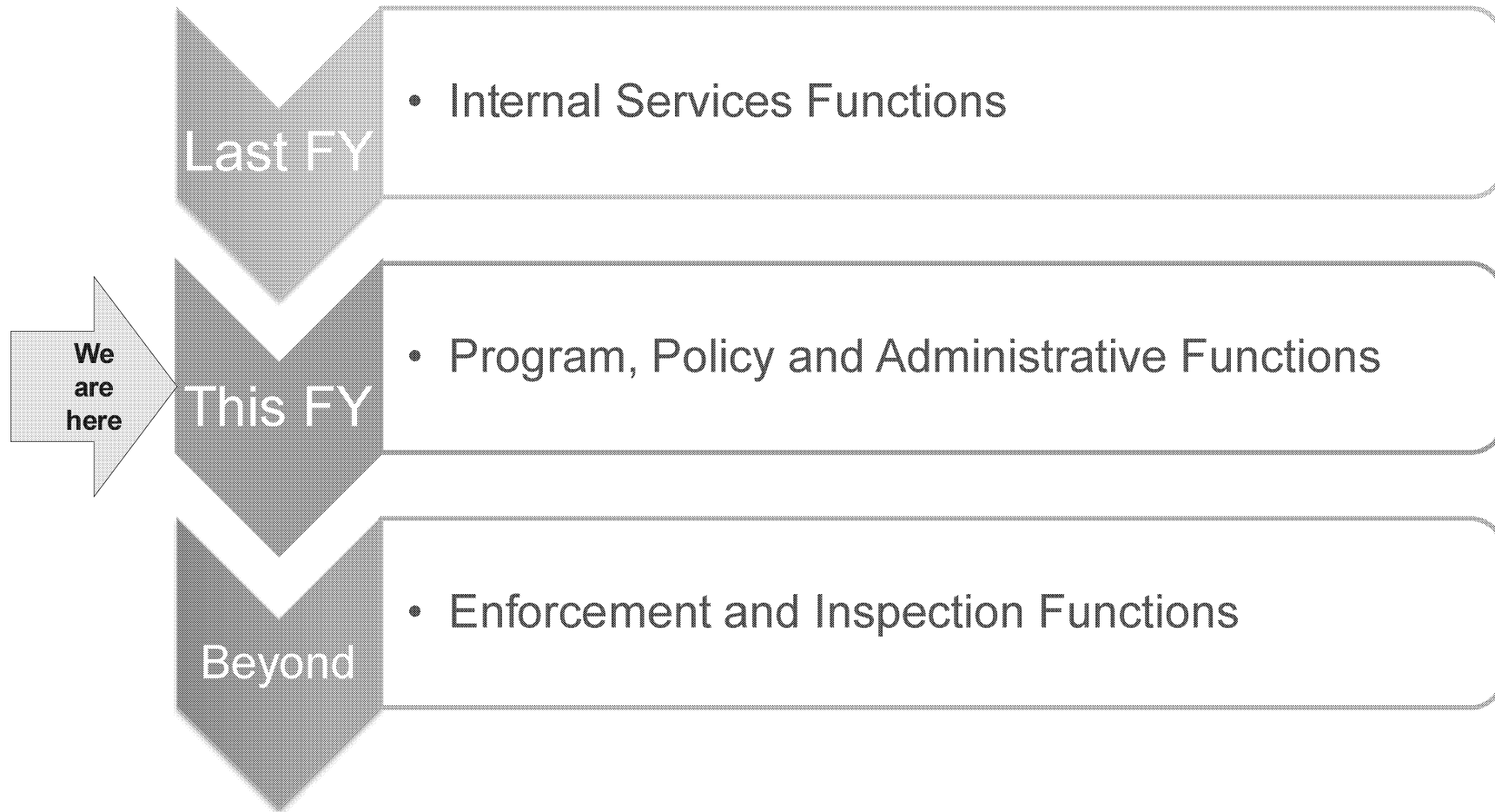


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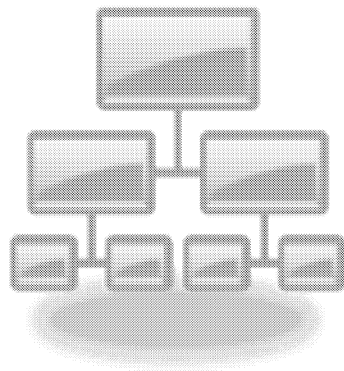
# Adopting a Functional Approach



WORK IN PROGRESS FOR DISCUSSION PURPOSES ONLY



# Developing Organizational Models



## Organization Design

Establish organizational models based on mandate and program activities

	Function	Timeframe
Internal Services	IT (CS)	2016-17
	HR (PE)	2016-17
	Communications (IS)	2017-18
	Procurement & Contracting (PG)	2017-18
	Finance (FI)	2017-18
Admin, Program, & Policy	ASR – direct support to executive or manager (AS, CR)	completed
	Strategic Advisor (AS)	2018-19
	Program Mgmt., Delivery & Support (AS, CR, PM)	2018-19
	Project Management & Support (AS, CR, PM)	2018-19
	Service Management (AS, PM)	2018-19
	Socio-Economic Policy (EC)	2018-19
	Evaluations (EC)	2018-19
	Business/Operational Support (CR)	2018-19
	Call Centre (PM)	2018-19
	Library Services (EC)	2019-20
	Legal Services (EC)	2019-20
Wave 3	Frontline (Enforcement and Inspection) Trade Data Science	2019-20



# Occupational Groups at the CBSA (non EX)

These are the groups that you may expect to find in your organization:

AR	AS	AU	CH	CO	CR
CS	EC	ED-EDS	ED-LAT	EG	ENG
EL	FB	FI	GL-MDO	GS-STs	GT
IS	LS	MA	OM	PC	PE
	PG	PM	PS	SE-RES	



## Developing Job Descriptions

Group	% of Population	Current # of jobs	Target # of jobs
FB	70.70%	48	TBC
CR	9.50%	140	10
AS	6.40%	244	26
CS	5.30%	63	36
PE	2.10%	59	17
EC	1.20%	25	20
FI	1.10%	30	4
PM	0.80%	22	26
IS	0.60%	20	6
CO	0.33%	6	6
PG	0.30%	11	8
Total	98.3%	668	

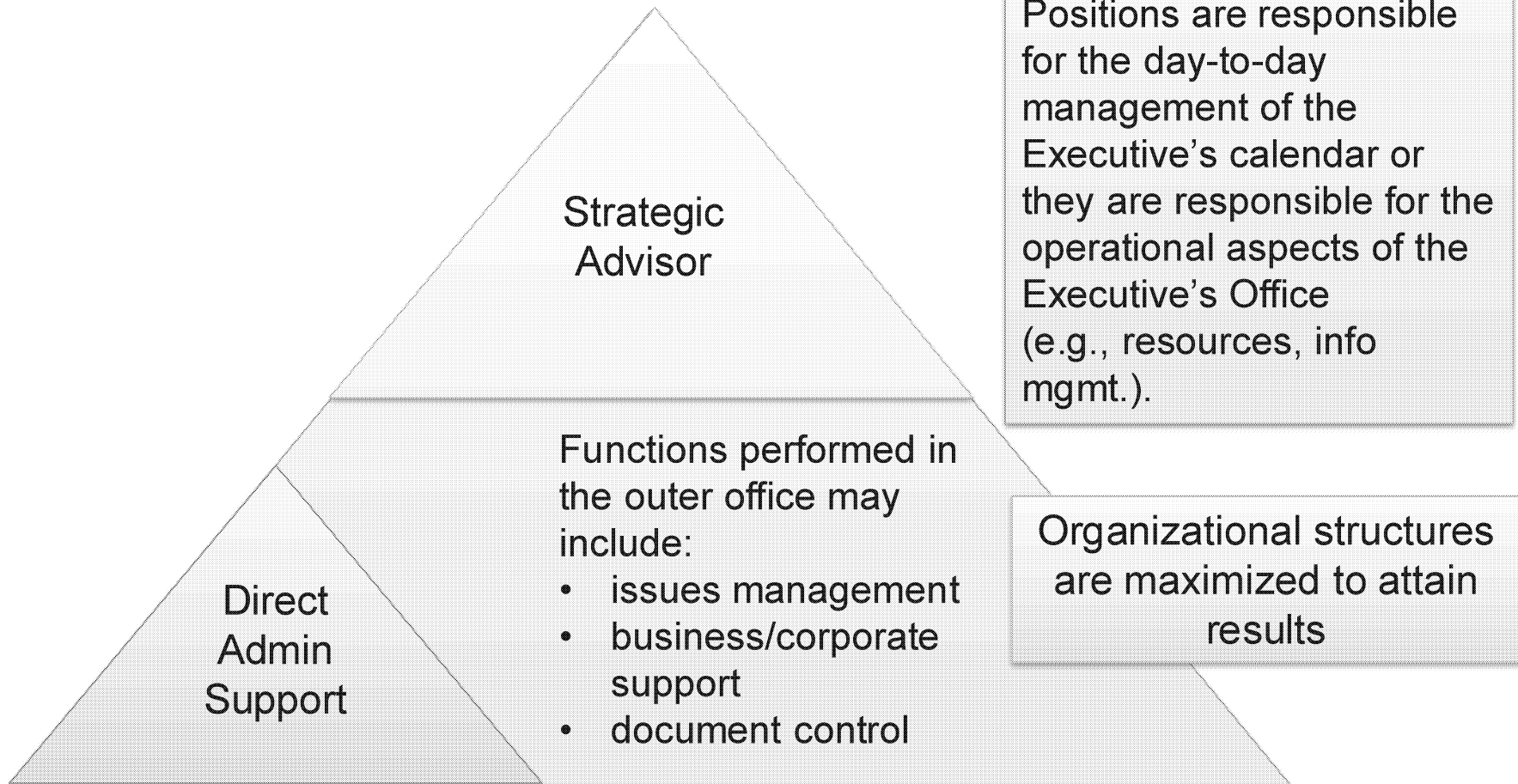


### Job Description

Accurately reflect responsibilities, skills, and competencies required



# STREAM: Senior Executive Office Support



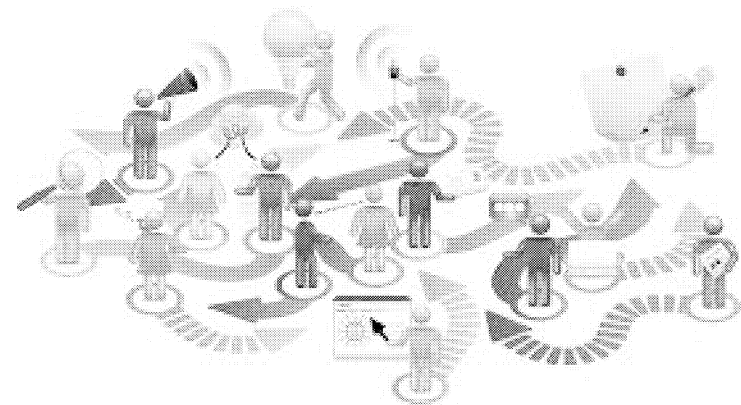




# STREAM: Program/Policy Management (AS)

Positions that are primarily responsible for planning, developing, and implementing programs, initiatives, policies and procedures for the administration and delivery of program services directed toward the Public Service, as well as the providing consultative services, expert advice and recommendations, and the leadership of these activities.

**STATUS:** In Development



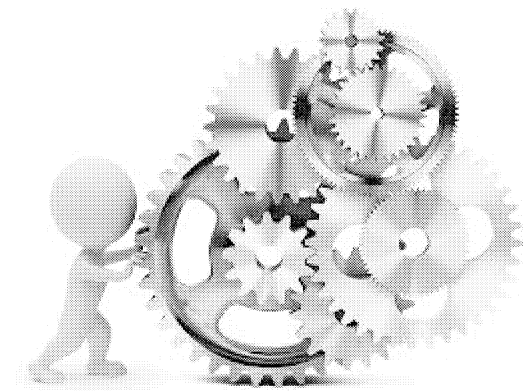


## **STREAM: Service Management (AS/PM)**

Positions that are primarily responsible for implementing plans, strategies and processes in support of the development, maintenance and enhancement of CBSA systems.

Where the end user is the CBSA, positions will be allocated to the AS group. Where the end user is a member of the public, positions will be allocated to the PM group

**STATUS:** In Development

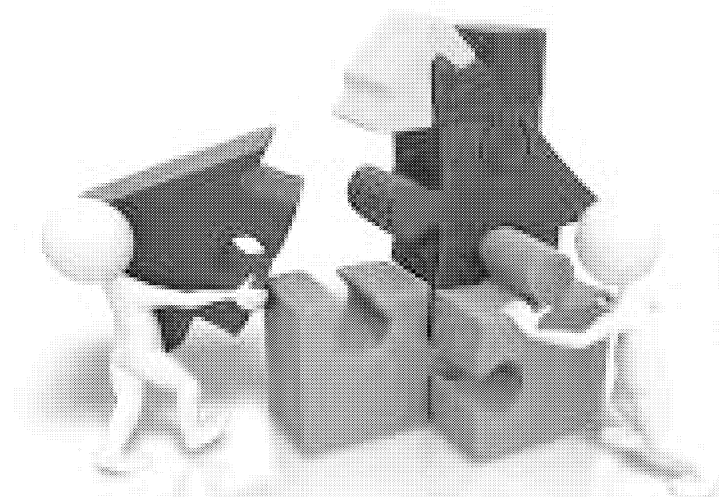




## **STREAM: Project Management (AS)**

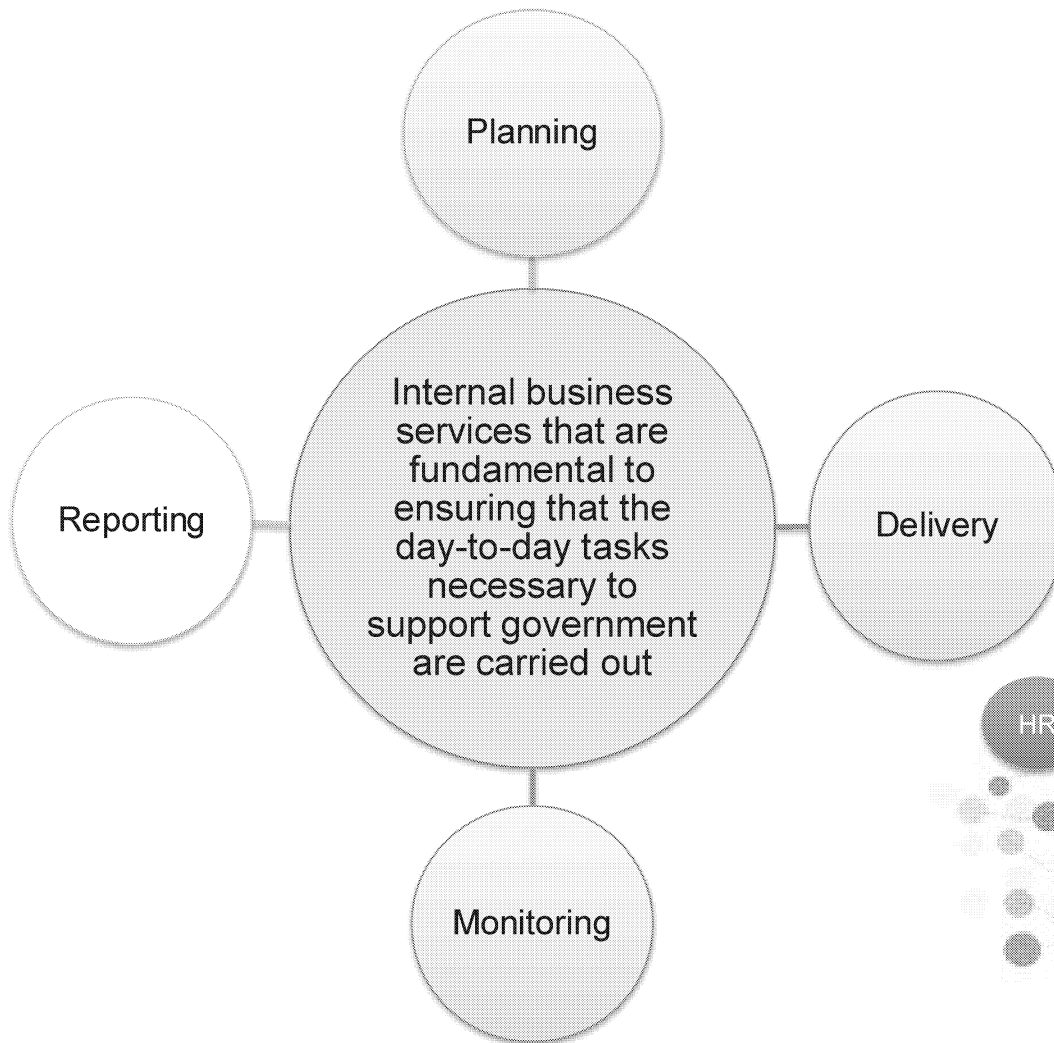
Positions that are primarily responsible for planning, developing, implementing and managing services in support of one or more projects directed toward the Public Service

**STATUS:** In Development





# STREAM: Business/Corporate Support (AS/CR)



Positions are typically part of a unit that plans, delivers, coordinates and provides advice and support to internal business operations.

Examples of work include:

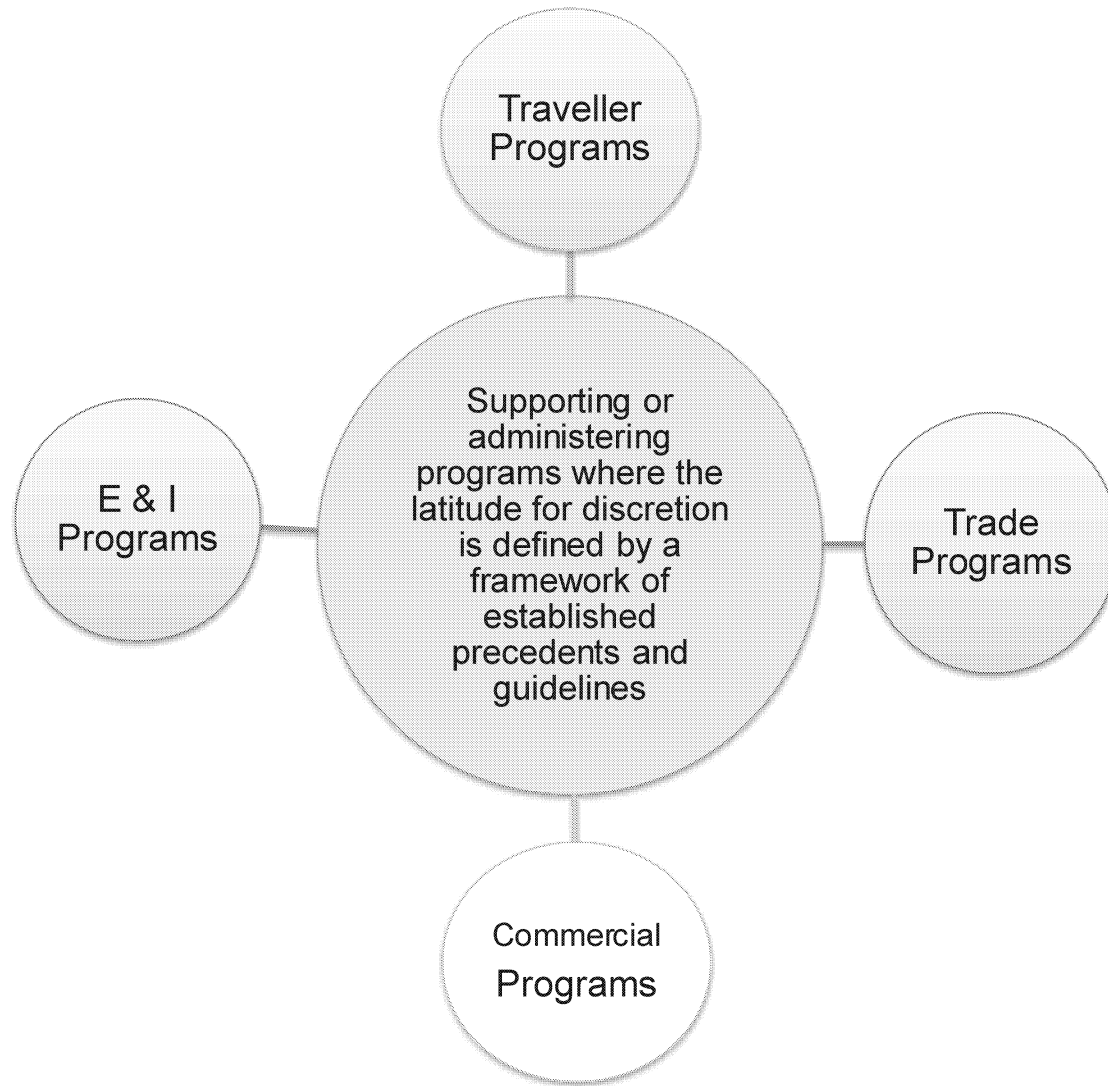
- Coordinating HR requests
- Travel arrangements/claims
- Ordering supplies
- Fleet management

**STATUS:** In Development



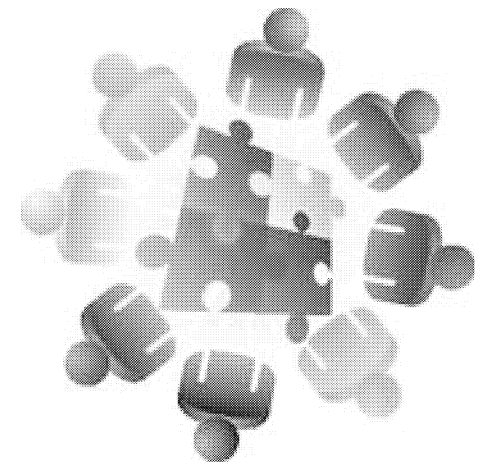


# STREAM: Program/Project Support (CR)



Positions are typically part of a small unit that provides support within a division or district.

**STATUS:** In Development





# Interdepartmental Job Descriptions

The Treasury Board Secretariat of Canada is developing Interdepartmental Standardized Job Descriptions (ISJDs) for use across the Public Service. These include:

HR Assistant (Generalist)  
 HR Assistant (Classification)  
 HR Assistant (LR)  
 HR Assistant (Staffing)

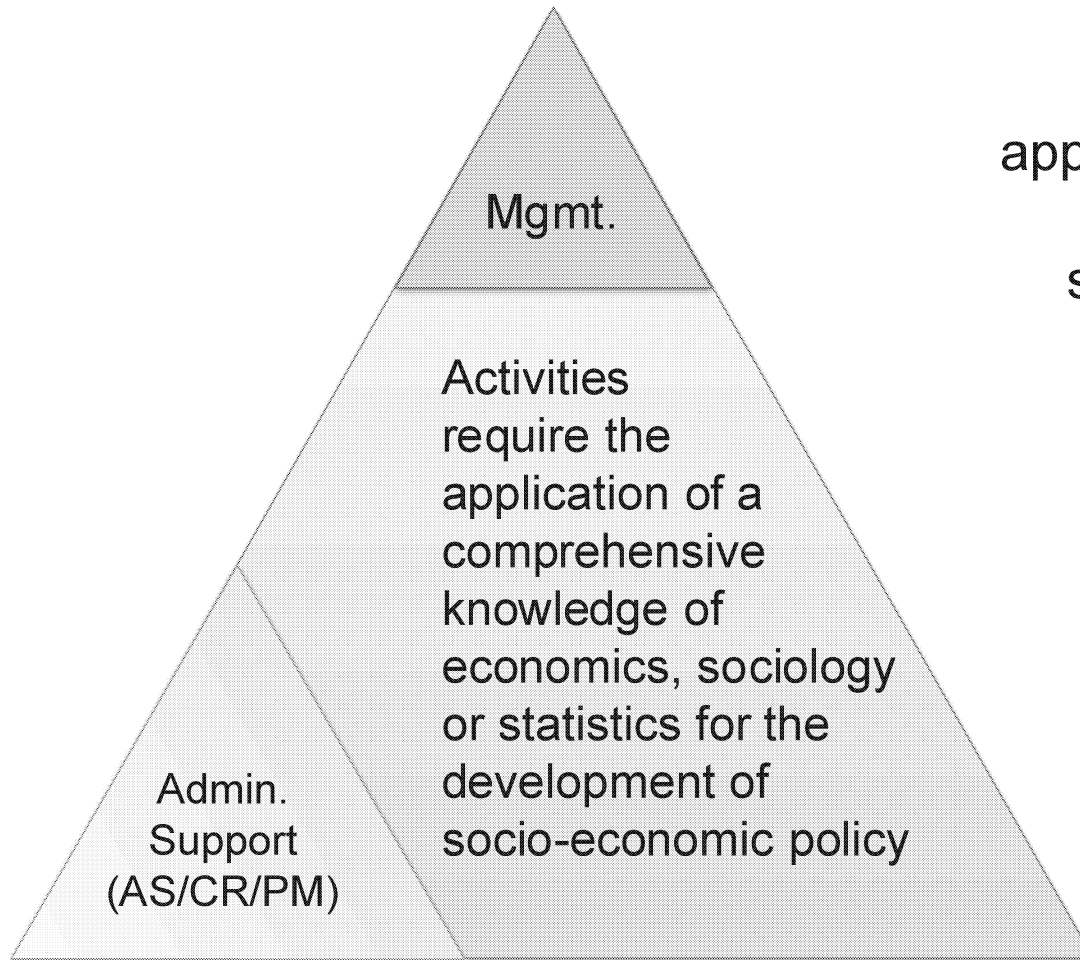
Driver

Mailroom Clerk

CBSA will adopt the ISJDs when they become available. In the meantime, positions performing these activities will remain on the existing CBSA job description

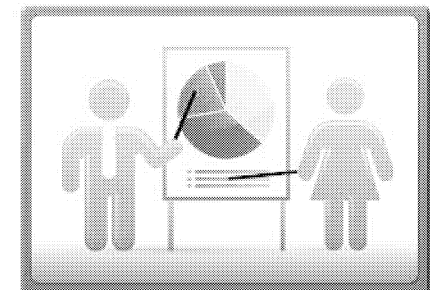


# STREAM: Socio-Economic Policy Development (EC)



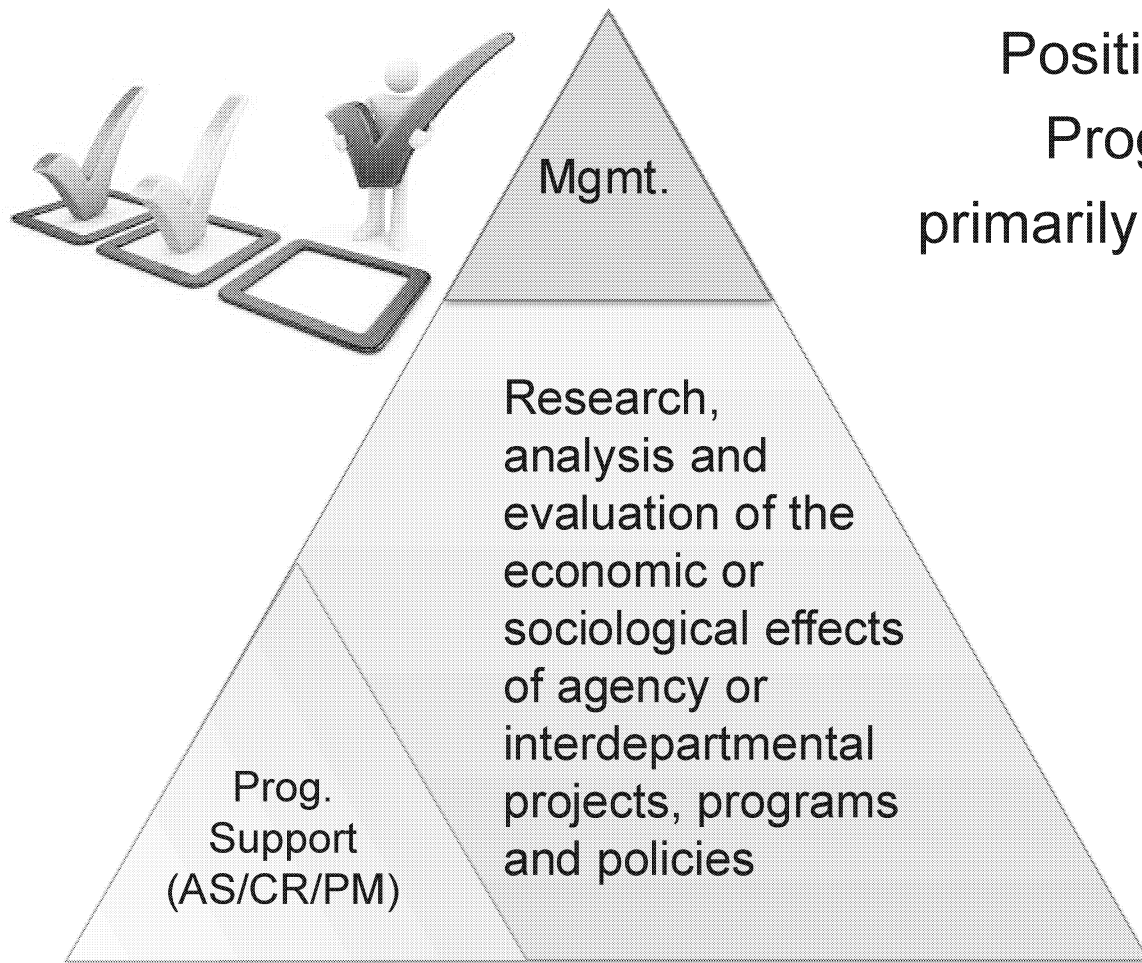
Positions that are primarily involved in socio-economic activities requiring the application of a comprehensive knowledge of economics, sociology or statistics for the development of socio-economic policy

**STATUS:** In Development





## STREAM: Evaluations (EC)



Positions in Internal Audit and Program Evaluation that are primarily responsible for program review and evaluation, including the leadership of such activities

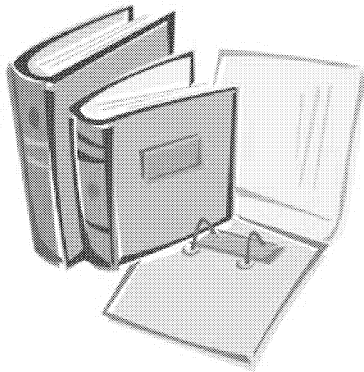
**STATUS:** Review & Update of existing Job Descriptions





## STREAM: Library Services (EC)

Positions that are primarily responsible for identifying, describing, classifying, organizing and locating of archival or library materials and those responsible for creating, manipulating, verifying, analysing and transmitting descriptive records pertaining to such materials,  
Which require a practical knowledge of the subject matter



**STATUS: Not yet started**



## **STREAM: Legal Services (EC)**

Positions responsible for editing of legislation or the conduct of studies in matters such as litigation and labour relations requiring a practical knowledge of the specific legal area to interpret findings or prepare submissions

**STATUS:** Consultations in progress

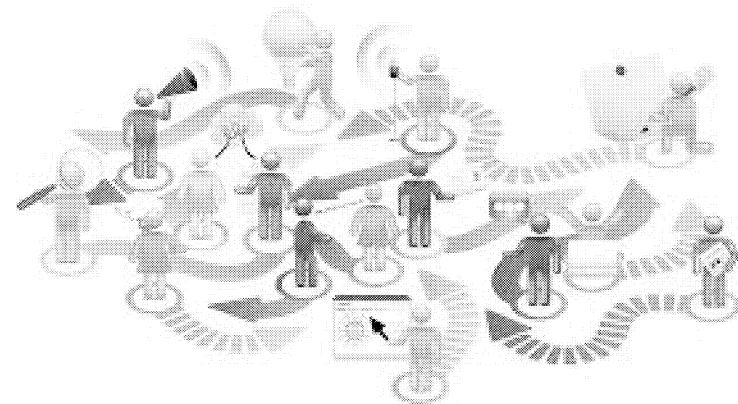




# STREAM: Program/Policy Management (PM)

Positions that are primarily responsible for planning, developing, managing and implementing programs, initiatives, policies and procedures for the delivery of program services directed toward the public, as well as the providing consultative services, expert advice and recommendations, and the leadership of these activities

**STATUS:** In Development

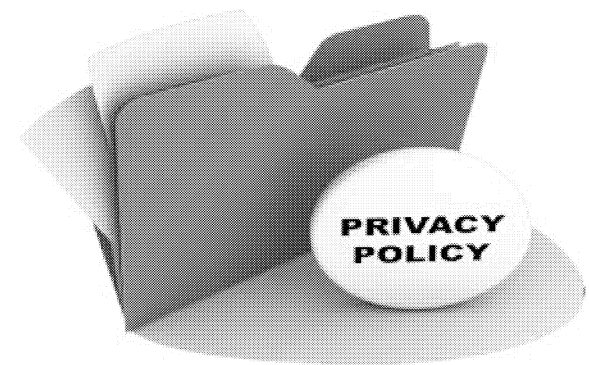




# STREAM: Access To Information & Privacy (ATIP) (PM)

Positions that are primarily responsible for managing and delivering a wide range of programs and services on behalf of the CBSA to ensure that Agency personnel comply with access, privacy, and program legislation, regulations, jurisprudence, and (government / portfolio and agency) policy, procedures and guidelines concerning the use, access to and disclosure of information to the public.

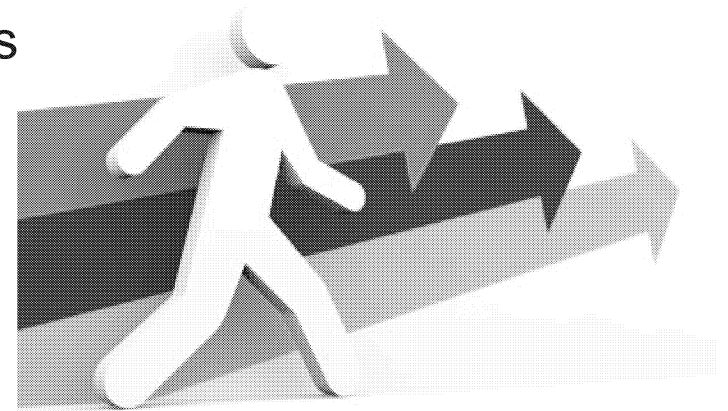
**STATUS:** Implemented





## Moving Forward - Implement, Validate and Control

- Implement SJDs and validate to ensure accuracy
- Make adjustments as needed
- Consult with stakeholders to ensure desired outcomes are being obtained
- Report and monitor on progress and issues

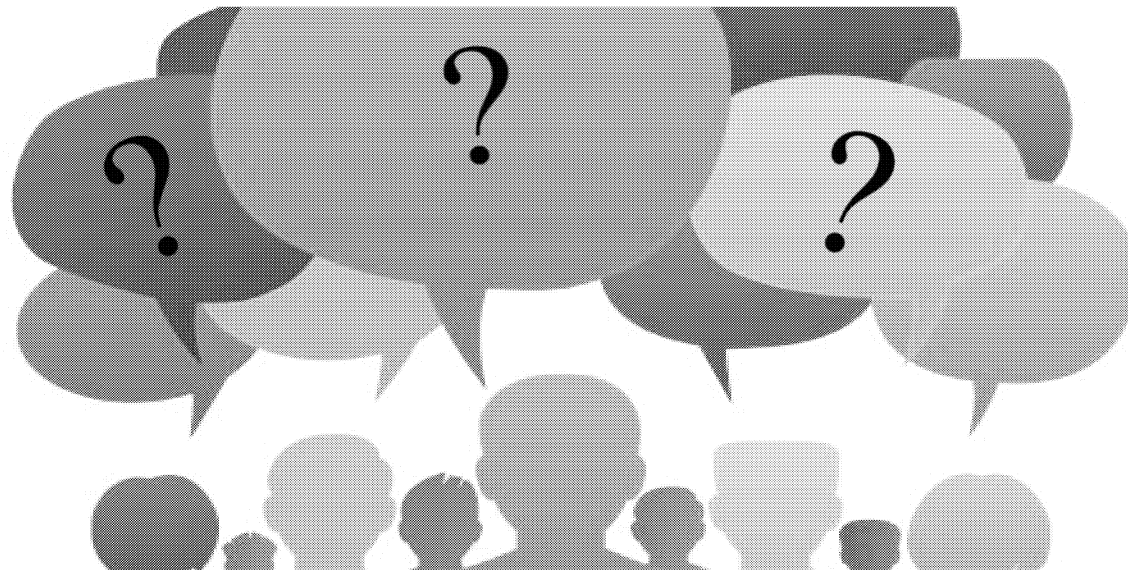




## Still have Questions?

## Want to get Involved?

- CBSA Renewal sign-up
- Classification Renewal mailbox





Canada Border  
Services Agency

Agence des services  
frontaliers du Canada



# The Economics and social science services (EC) group and its applicability at the CBSA

## ECHR

June 20, 2019

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## Background of the EC Group

- The Economics and Social Sciences (EC) group was intended for a small group of departments with strong Economics and Social Sciences mandates
  - Statistics Canada
  - Health Canada
  - National Archives/Library
  - Human Resources Development Canada
  - Justice
  - Privy Council Office
  - Indian & Northern Affairs
  - Correctional Services Canada
  - Elections Canada
- 4 Streams of work were examined in the development of EC standard:
  - Social and Economic Policy - Central Agency and Departmental
  - Statistical Program Development
  - Statistical Program Delivery - Operations / Production
  - Paralegals
- When it was initially implemented, the EC standard had very limited CBSA applicability





## Background of the EC Group - Continued

- Given the lucrative rates of pay associated with the EC group:
  - It is a desirable group to employees and managers
  - It is frequently used as a recruitment tool, rather than a classification one
  - The group has been significantly overused, contributing to a widespread general misinterpretation of what makes up EC work
  - Operational pressures and bad relativity caused domino effect across public service

**STOP**

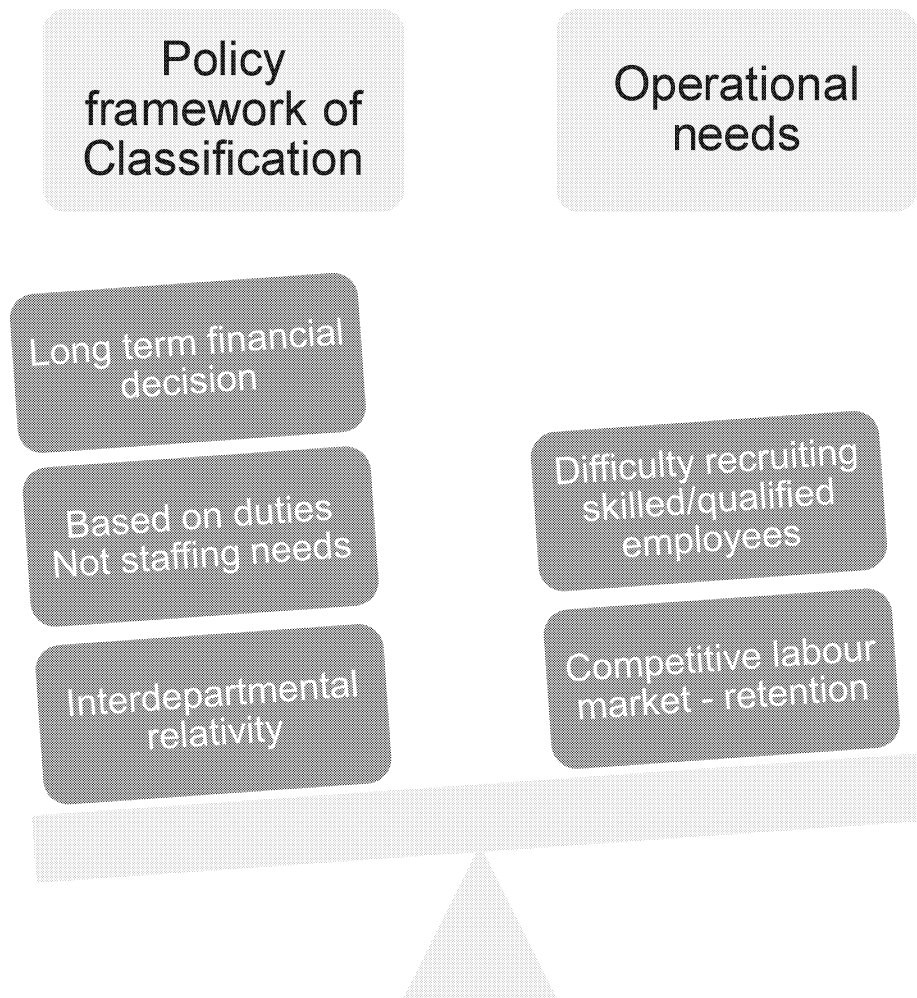
**Intervention required!**

- To clarify the intent and appropriate use of the EC group, TBS issued an interpretation bulletin in 2016
  - Since then, departments across the Public Service are cleaning up poorly classified EC positions
  - Positions previously used as a basis for relativity are no longer viable examples



# EC issues across the Core Public Administration (CPA)

- Departments must find acceptable balance between staying competitive as an employer, and appropriate management of the wage bill through accurately classified positions.
- Legislative basis of Classification - Authority to Classify work is given through the *Financial Administration Act*
- Abuse of Classification Delegation = Abuse of government funds
  - Can lead to revocation of DH's delegation;
  - All classification requests through OCHRO;
  - Think things are slow now...
  - Does happen!
- 2016 Interpretation bulletin should be viewed as a warning from OCHRO

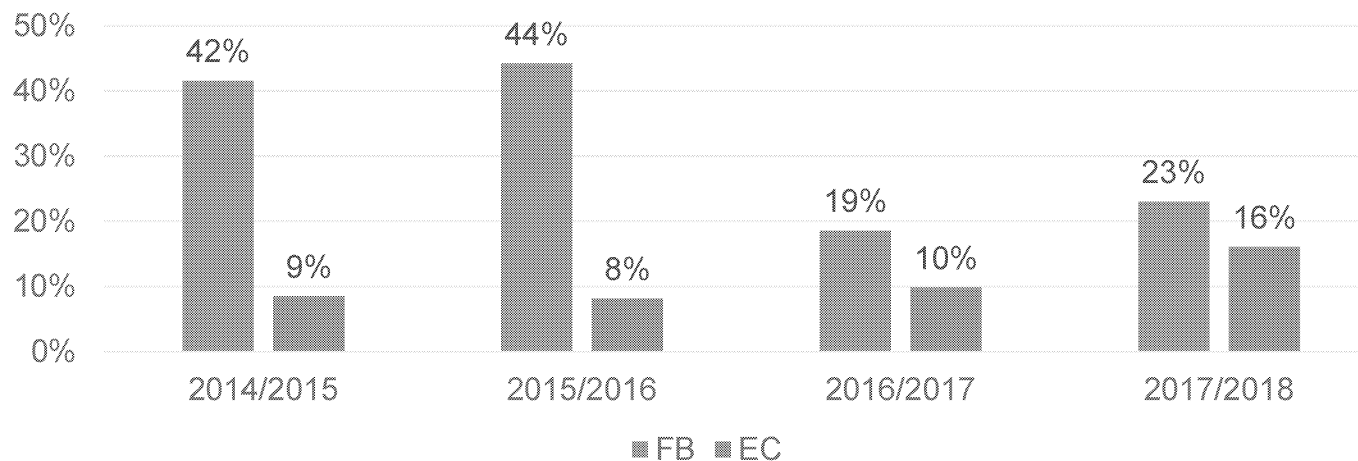




## Currents Trends

- Prior to the Classification Renewal Initiative, management pressure to create questionable EC positions was infrequent
  - The containment measures implemented in 2017 ensured that new positions would be created at the correct group and level
  - As the number of FB positions declined, a significant increase in EC position creation requests was noted
  - In some cases, the accuracy of information provided by management cannot be verified

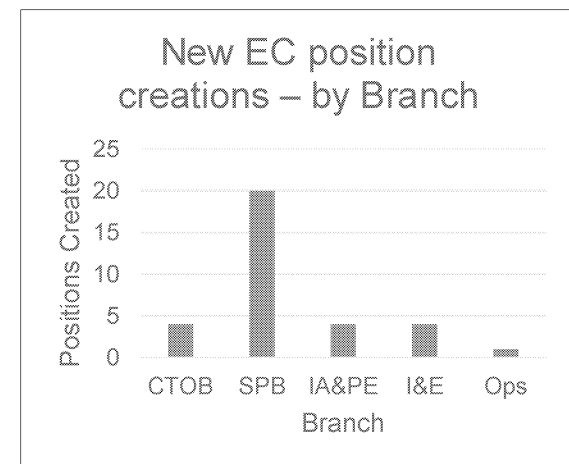
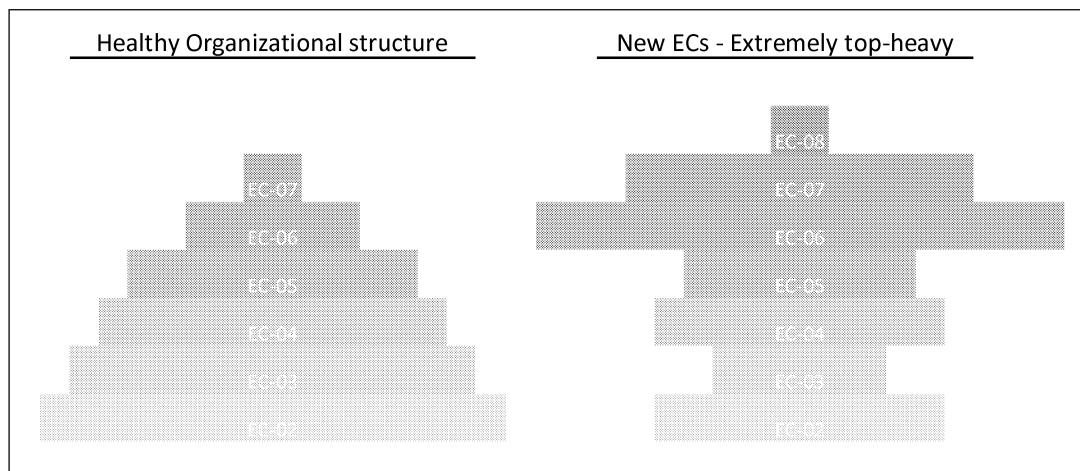
Position Creation requests for FB and EC positions





## Current Trends - continued

- Ongoing Issues at CBSA
  - organizations not mandated for EC work are requesting EC positions
  - Misalignment between primary work described by management and results of job validation reviews
  - Evidence of management coaching employees to deceive classification advisors
  - Primary purpose of work does not meet EC group definition, nor does it meet the inclusion statements
  - Salary considerations outweighing good HR Stewardship
  - Recruitment of individuals who are currently EC, rather than running processes at correct G/L
  - Sound EC relativity is difficult to find, as departments are cleaning up their EC positions following the 2016 TBS interpretation
  - Classification being used to resolve recruitment and retention issues
  - Notable imbalance of senior SME and Manager level positions compared to working level positions





## Managing ECs at the CBSA

- The majority of professional groups in the CBSA have a functional authority who controls and monitors the use of the group across the Agency (PE, CS, FI, PG, etc.)
- Throughout CBSAs history, identification of a functional authority for the EC group has never been fully implemented
- With EC positions spread throughout the Agency, a true functional Authority for this group may not be realistic or achievable

### Recommendation

With the establishment of the Strategic Policy Branch, the Agency is currently well-positioned to identify the VP of SPB as a sounding board for EC related position/mandate issues across the CBSA.



# Appendix A - What is an EC

## Summary of Inclusions in Group Definition

Summary - What the EC Standard says	What does it mean at CBSA?
1. the conduct of surveys, studies and projects in the social sciences	No strong CBSA applicability
2. the identification, description and organization of archival, library, museum and gallery materials;	No strong CBSA applicability
3. the editing of legislation or the provision of advice on legal problems in specific fields;	Paralegal work in legal support roles and work related to legislative amendments
4. the application of a comprehensive knowledge of economics, sociology or statistics to the: <ul style="list-style-type: none"> <li>conduct of economic, socio-economic and sociological research, studies, forecasts and surveys (no strong CBSA applicability);</li> <li>the development, application, analysis and evaluation of statistical and survey methods and systems (e.g., Data Analytics where focus is formal data and statistical techniques);</li> <li>the development, analysis and interpretation of qualitative and quantitative information and socio-economic policies and recommendations (Primarily big "P" Policy); and,</li> <li>the research, analysis and evaluation of the economic or sociological effects of departmental or interdepartmental projects, programs and policies (e.g. Program Evaluation work - found in the Internal Audit and Program Evaluation Directorate).</li> </ul>	Some work across the CBSA will be allocated to these inclusions



## Appendix B - What is not an EC

### Summary of Exclusions in Group Definition

Summary – What the EC Standard excludes	Where does it fit at CBSA?
1. Business support level PA work - Data Processing, clerical and administrative support work	Prevalent throughout CBSA (primarily CR and AS)
3. Program/Policy planning, development, delivery and/or management *	Prevalent throughout CBSA (PM and AS)
4. Communications and Marketing activities	IS positions within the Communications Directorate
5. The development or application of mathematical and analytical methods, including mathematical statistics	MA group – not prevalent across government
6. Activities designed to promote the establishment, growth and improvement of industry, commerce and export trade and the regulation of trade and commerce;	CO work – found in Trade

**\*: Biggest issue - Program policy (PA) vs “Big P” policy (EC)**

## Boucher, Jennifer

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**From:** MacInnis-Vettoretti, Jennifer  
**Sent:** September 17, 2019 08:57 AM  
**To:** Boucher, Jennifer; Breau, Nadine; Fitzback, Annie; Legault, Stéphanie; Pigeon, Marilyn  
**Subject:** FW: Classification Renewal  
**Attachments:** 1. Classification Renewal - June 2019.pptx; EC Standard presentation to June 20th EC.pptx

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

**Categories:** IMPORTANT

Sharing for awareness – please do not share beyond yourselves.

Jennifer MacInnis-Vettoretti

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**From:** Larose, Philippe <Philippe.Larose@cbsa-asfc.gc.ca>

**Sent:** September 13, 2019 11:03 AM

**To:** Turner, Jill <Jill.Turner@cbsa-asfc.gc.ca>

**Cc:** Vachon, Stéphane <Stephane.Vachon@cbsa-asfc.gc.ca>; MacInnis-Vettoretti, Jennifer <Jennifer.MacInnis-Vettoretti@cbsa-asfc.gc.ca>; Chartrand, Isabelle <Isabelle.Chartrand@cbsa-asfc.gc.ca>

**Subject:** FW: Classification Renewal

Jill:

For you. Presentations on the Classification Renewal.

I am cc'ing both Isabelle and Jennifer for their update/reading pleasure.

Philippe Larose

Assistant Director, Corporate Staffing

Talent Acquisition and Staffing Division

Canada Border Services Agency/ Government of Canada

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**From:** Melby, Barbara <[Barbara.Melby@cbsa-asfc.gc.ca](mailto:Barbara.Melby@cbsa-asfc.gc.ca)>  
**Sent:** September 13, 2019 10:50 AM  
**To:** Larose, Philippe <[Philippe.Larose@cbsa-asfc.gc.ca](mailto:Philippe.Larose@cbsa-asfc.gc.ca)>  
**Cc:** Bonisteel, Jennifer <[Jennifer.Bonisteel@cbsa-asfc.gc.ca](mailto:Jennifer.Bonisteel@cbsa-asfc.gc.ca)>  
**Subject:** RE: Classification Renewal

Hello Philippe,

I'm not sure exactly which one you are interested in, so I attached two.

- 1) The deck used by the Classification Renewal team when presenting to clients. Depending on our audience, there may be a slide that is not used. (ie: slide 9, What does CS mean?).
- 2) Latest one to ECHR regarding EC group allocation.

If you are looking for something further, or if this is not what you were looking for please don't hesitate to contact me.

Thanks  
Barb

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**From:** Bonisteel, Jennifer <[Jennifer.Bonisteel@cbsa-asfc.gc.ca](mailto:Jennifer.Bonisteel@cbsa-asfc.gc.ca)>  
**Sent:** September 13, 2019 9:41 AM  
**To:** Melby, Barbara <[Barbara.Melby@cbsa-asfc.gc.ca](mailto:Barbara.Melby@cbsa-asfc.gc.ca)>  
**Subject:** Fwd: Classification Renewal

Hi Barb!

Can you please share the latest Class Renewal deck with Philippe Larose? Please c.c. me.

Thank you!  
jen

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

From: "Larose, Philippe" <[Philippe.Larose@cbsa-asfc.gc.ca](mailto:Philippe.Larose@cbsa-asfc.gc.ca)>  
Date: 2019-09-13 9:14 AM (GMT-05:00)  
To: "Bonisteel, Jennifer" <[Jennifer.Bonisteel@cbsa-asfc.gc.ca](mailto:Jennifer.Bonisteel@cbsa-asfc.gc.ca)>  
Subject: Classification Renewal

Allo Jennifer:

As-tu la plus récente présentation (DECK) sur le Classification Renewal?

Philippe Larose  
Assistant Director, Corporate Staffing

Talent Acquisition and Staffing Division  
Canada Border Services Agency/ Government of Canada  
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